

Linnea Leivo

**DIFFERENCES IN COMMUNICATION
STRATEGIES IN THE ENGLISH
CORPORATE VISION OF SAMSUNG
ELECTRONICS AND ITS FINNISH
TRANSLATION**

Faculty of Information Technology and Communication Sciences
Master's thesis
November 2019

TIIVISTELMÄ

Linnea Leivo: Samsung Electronicsin englanninkielisen yritysvision ja sen suomennoksen viestintästrategioiden erot
Pro-gradu -tutkielma
Tampereen yliopisto
Monikielisen viestinnän ja käännöstieteen maisteriopinnot
Marraskuu 2019

Tässä pro gradu -tutkielmassa tarkasteltiin Samsung Electronicsin englanninkielisen yritysvision ja sen suomennoksen viestintästrategioita sekä niiden yhtäläisyyksiä ja eroja. Tutkimuksessa keskityttiin tekstien informaation sisältöön, kulttuurisiin arvoihin ja luoviin strategioihin. Tutkielman ensimmäinen tutkimuskysymys on, millaisia viestintästrategioita Samsung Electronicsin englanninkielisessä yritysvisiossa ja sen suomennoksessa on käytetty. Toinen tutkimuskysymys on, eroavatko nämä yhdysvaltalaisille ja suomalaisille markkinoille suunnatut tekstit toisistaan niissä käytettyjen viestintästrategioiden osalta. Yritysvisioiden viestintästrategioiden ja niiden erojen lisäksi tutkimustulokset voivat myös havainnollistaa, millaisina Samsung Electronics näkee tämänhetkiset ja tulevaisuutensa markkinat Suomessa ja Yhdysvalloissa ja kuinka se pyrkii muodostamaan omaa brändiään.

Tutkimushypoteesina oli, että yritysvisioissa korostuvat Samsung Electronicsin ja sen tuotteiden ja palveluiden nykyaikaisuutta ja kilpailukykyä korostavat kulttuuriset arvot. Lisäksi yrityksen odotettiin luovan itsestään kuvaa ekologisena yrityksenä.

Tutkimusaineisto koostui Samsung Electronicsin yhdysvaltalaisille markkinoille suunnatusta englanninkielisestä yritysvisiosta sekä suomalaisille markkinoille osoitetusta suomenkielisestä yritysvisiosta. Aineisto kerättiin Samsung Electronicsin internet-sivuilta heinäkuussa 2019. Tutkimuksen teoriatausta muodostui markkinointiviestinnän, yritysvisioiden sekä monikansallisten yritysten internet-sivujen viestintästrategioiden tutkimuksesta.

Tutkimuksessa hyödynnettiin laadullista sisällönanalyysia. Tutkielman analyysirunko pohjautui Shintaro Okazakin ja Javier Alonso Rivasin (2002) analyysirunkoon, jonka avulla voidaan tutkia monikansallisten yritysten internet-sivuilla käytettyjä viestintästrategioita. Kyseinen analyysirunko muotoiltiin tähän tutkimukseen sopivaksi. Analyysin aikana löydetyt esiintymät laskettiin ja luokiteltiin analyysimallin mukaisesti luokkiin ja alaluokkiin.

Tutkimustulokset osoittivat, että Samsung Electronicsin yhdysvaltalaisille ja suomalaisille markkinoille osoittamien yritysvisioiden viestintästrategiat eivät juurikaan eroa toisistaan. Tuloksien perusteella teksteissä on kuitenkin eroja, jotka liittyvät kulttuuriin tai ovat seurausta käännösprosessista. Englanninkielinen yritysvisio esimerkiksi korostaa Samsungin tuotteiden ja palveluiden olevan parempia kuin muiden yritysten, kun taas suomenkielinen visio mainitsee tuotteiden ja palveluiden olevan ensiluokkaisia. Kummatkin yritysvisiot korostavat suorituskykyä, turvallisuutta, huolenpitoa ja nykyaikaisuutta. Tulokset myös osoittivat, että Samsung Electronics uskoo kohdemarkkinoidensa arvostavan innovatiivisuutta, turvallisuutta, ekologisuuutta, tehokkuutta ja yksilöllisyyttä ja luo brändiään näiden arvojen mukaiseksi.

Avainsanat: yritysvisio, markkinointiviestintä, kääntäminen, viestintästrategia, sisällönanalyysi

Tämän julkaisun alkuperäisyys on tarkastettu Turnitin OriginalityCheck –ohjelmalla.

Table of Contents

1 Introduction	1
2 Marketing Communications	6
2.1 International Marketing Communications and Culture	7
2.2 Marketing Communications in Corporate Brand Development.....	10
3 Corporate Vision	13
3.1 Corporate Vision as a Marketing Communications Text	14
3.2 Translating Corporate Visions.....	15
4 Cross-cultural Comparison of Communication Strategies	19
4.1 Information Content	20
4.2 Cultural Values.....	21
4.3 Creative Strategies.....	21
5 Research Material and Methodology.....	23
5.1 Research Material.....	23
5.1.1 The English Corporate Vision	24
5.1.2 Testing the Similarity of the English Corporate Visions.....	24
5.1.3 The Finnish Corporate Vision	25
5.2 Research Material Collection	26
5.3 Qualitative Content Analysis.....	27
5.4 Research Framework and Methodology.....	28
6 The Communication Strategies of the English and Finnish Corporate Visions of Samsung Electronics.....	31
6.1 Information Content	32
6.2 Cultural Values.....	36
6.2.1 Safety.....	37
6.2.2 Nurturance	41
6.2.3 Modernity	42
6.2.4 Collectivism, Competition, Courtesy, and Wisdom	43
6.2.5 Nature, Technology, Effectiveness, Individualism, and Quality.....	45
6.2.6 Adventure, Enjoyment, Health, Tradition, and Leisure	48
6.3 Creative Strategies.....	50
7 Discussion	52
7.1 The Most Common Communication Strategies	52
7.2 The Similarities and Differences of the Two Texts.....	54
7.3 Challenges in Categorization.....	58
7.4 Current and Future Markets	60
8 Conclusion.....	63
References	67
Suomenkielinen lyhennelmä	I

1 Introduction

Successful multinational corporations usually have one characteristic in common: They integrate communication into the constitution of their competitiveness (Isohookana 2007, 10). Stating a clear corporate vision that communicates the operational direction, future aspirations, and values of the corporation as well as markets the corporation in a positive manner to all its various stakeholders is one of the factors that build prosperous corporate and marketing communications. In addition, the successful formulation and communication of the corporate vision assists in building a corporate brand and in increasing brand value. An effective corporate vision can additionally support customer value proposition, which is the strategic management decision of the corporation based on what it perceives the consumers to value most about their product or a service and which characteristics of this offering it believes will provide competitive advantage against competitors (Rintamäki, Kuusela & Mitronen 2007, 624). Therefore, emphasizing this future-oriented text as an important medium in marketing communications may prove beneficial for all corporations.

Samsung Electronics possesses immense financial significance and customer appeal in the global consumer electronics markets. According to BrandStruck (2019), an online database of brand strategy case studies, Samsung Electronics is one of the world's largest producers of smartphones and tablet computers among its other business endeavors. In addition, it is currently one of the world's leading companies according to its brand value: Interbrand, a global brand consulting company, ranked Samsung Electronics on the 6th place on its 2018 report of "Best Global Brands" with a brand value of US\$59.89 billion (Herh 2018).

The purpose of this Master's thesis is to study the current English-language corporate vision of Samsung Electronics and its translation into Finnish. The focus of the study is on the comparison of the communication strategies that are employed in the English-language corporate vision and its translation. More specifically, the study examines three types of communication strategies from the two texts: information content, cultural values, and creative strategies.

The study attempts to discover whether the two corporate visions differ in their use of these three communication strategies. The possible differences may illustrate preferences in the use of communication strategies in the corporate visions intended for different markets and cultures. The communication strategies employed in the corporate vision and its translation may

additionally describe the manner in which Samsung Electronics perceives its current and future markets in the countries to which the English and the Finnish corporate visions are addressed.

This Master's thesis study employs the method of qualitative content analysis. The communication strategies are identified in the research material and categorized according to the research framework. However, the study also includes characteristics of quantitative analysis. During the research, the instances of the communication strategies are calculated from the source text and the translation in order to study the types of communication strategies that are used in the corporate vision and its translation. The differences in the numbers of the instances of specific communication strategies between the two texts are also calculated.

The analysis framework of the study is based on the cross-cultural research framework by Shintaro Okazaki and Javier Alonso Rivas (2002). Their research framework was formulated for the research of communication strategies used on the web pages of multinational companies. The research framework by Okazaki and Alonso Rivas is suited for this study because the research material was collected from the web pages of Samsung Electronics and this study similarly focuses on communication strategies.

The research material of this study consists of the English-language corporate vision of Samsung Electronics called "Vision 2020" and its Finnish translation "Visio 2020". The corporate vision and its translation describe the future aspirations, objectives, and growth targets of Samsung Electronics. In addition, the corporate vision states the methods with which the company intends to achieve the objectives it has set for itself to reach by the year 2020.

The corporate vision includes a short, one-sentence vision statement summarizing the whole corporate vision and detailed information about the objectives, values, and factors that comprise the corporate vision. The research material was collected from the English and Finnish web pages of Samsung Electronics. Because the research material was available on the company web pages, the collection process of the research material did not require a great amount of time.

This study focuses on the communication strategies of the English-language corporate vision of Samsung Electronics and its translation into Finnish in order to narrow and specify the topic of the study. For instance, the other translations of the corporate vision or the other linguistic aspects of the texts are not included in the study. Utilizing Okazaki and Alonso Rivas' (2002) earlier research framework and their categorizations of communication strategies enables me

to categorize the findings from the research material appropriately and clearly. In addition, the framework assists me in identifying the research findings precisely. The communication strategies of the corporate vision could also be studied employing other types of research frameworks and categorizations. However, in my opinion, this framework and categorization makes the focus of the study precise and appropriately compact for a Master's thesis.

The research questions of this study are:

- What types of communication strategies can be perceived in the current English-language corporate vision of Samsung Electronics and its translation into Finnish?
- Do these two texts, intended for different markets and audiences, differ in their communication strategies?

I believe that these two research questions also indicate the type of picture the communication strategies of the English Vision 2020 and its Finnish translation present regarding the company's vision for its current markets and its markets in the future. In addition, the analysis may reveal the manner in which the company attempts to market itself through the use of the communication strategies in its corporate vision.

There are several large multinational corporations that currently lead the global consumer electronics market. The competition in the market is fierce, so the corporations actively seek factors that give them competitive advantage. Naveed Yazdani and Hasan S. Murad (2015, 399, 413) state that the values or ethics currently dominant in the global markets include modernity and competitiveness. Therefore, my initial hypothesis was that the cultural values of competitiveness and modernity would be the most popular cultural values present in the English and Finnish corporate visions of Samsung Electronics.

Furthermore, current markets view environmental sustainability as a method of providing competitive advantage (Walsh & Dodds 2017, 672). Thus, my hypothesis also was that the analysis of the corporate vision would suggest that Samsung Electronics has a conviction that its current and future markets appreciate eco-friendliness. Accordingly, Samsung Electronics was, in my opinion, likely to market itself as an eco-friendly company.

It is somewhat surprising that there is little research conducted that focuses solely on the corporate visions of multinational corporations. Especially, the viewpoint of corporate visions as a part of corporate marketing communications has received rather little attention. Moreover,

there is a lack of previous research on the topic of communication strategies in corporate visions and their translations.

Of special relevance to my study is Salla Raittinen's (2017) Master's thesis from the University of Tampere. Raittinen conducted a study on the cultural contents found in the Finnish and English product descriptions of the Finnish cosmetics company Lumene. In her study, Raittinen used the same research framework by Okazaki and Alonso Rivas I use in my study.

Gerry Johnson, Kevan Scholes, and Richard Whittington (2008) discuss corporate visions and conclude that they function well as methods of adding value. They (2008) also highlight the constraints and opportunities culture poses for marketing communications. In addition, Patrick De Pelsmacker, Maggie Geuens, and Joeri Van Den Bergh (2010, 10) conducted a thorough examination of both domestic and international marketing communications and suggest that companies consider the level of either the localization or the standardization of their marketing communications content carefully. Furthermore, Heli Isohookana (2007) focuses on the functions, objectives, and target groups of marketing communications and believes that it is a great method for increasing competitive advantage.

Aykan Candemir and Ali Erhan Zalluhoğlu (2013) have studied corporate visions and consumer purchasing decisions. They (2013, 626) note that corporate visions and their content may affect the attitudes and the manner in which consumers and other stakeholders view companies and conduct their decision-making before purchasing a product or a service. Russell Abratt and Michael Bendixen (2019, 76) note that brands are also important in the purchasing decision-making of consumers. In addition, they (2019, 76) argue that brands are important to stakeholders because brands communicate the identity of those stakeholder groups and reflect the values and visions of companies.

Virginia Mihaela Dumitrescu (2016) focuses on the different linguistic and cultural aspects of translating marketing texts. She (2016) also discusses the translation of marketing texts and the different translation strategies available in this process. Elizabeth Martin (2019, 382) defends the localization of marketing communications content for new markets. However, Dumitrescu (2016) concludes that each of the marketing communications translation assignments should be considered individually in order to evaluate which translation strategy is the most appropriate one for a certain translation assignment.

Studying the corporate vision of Samsung Electronics enables the collection of valuable information on the marketing communications and communication strategies of one of the world's most highly valued companies (according to its brand value). In addition, the current corporate vision of Samsung Electronics was created to guide and direct the company until the year 2020. However, during the time of the completion of this Master's thesis, this time period of the corporate vision draws to an end. Therefore, studying the current corporate vision of Samsung Electronics will also reveal information on how Samsung Electronics perceives its current and (currently near-future) future markets. The study may also highlight the factors and characteristics Samsung believes will increase brand value and support value proposition.

Lastly, the results of this study may also have other implications. Researching the communication strategies a leading multinational corporation employs in its corporate vision may also provide methods for the cross-cultural communication a company can utilize in building its brand through its corporate vision. The results of this study will also apply as a reference to the study of corporate visions and their translations.

This study is divided into separate chapters and sections focusing on different topics of the study. The second chapter focuses on marketing communications, international marketing communications and culture, as well as marketing communications in corporate brand development. The third chapter examines corporate visions and discusses them as a part of marketing communications. In addition, the third chapter focuses on the translation of corporate visions.

The fourth chapter is assigned to the discussion on the research framework by Okazaki and Alonso Rivas on which the analysis framework of this Master's thesis is based. In the fifth chapter, the research material and its collection process as well as the methodology of the study are presented in detail. In addition, the fifth chapter focuses on qualitative content analysis.

The sixth chapter explains the results of the analysis. The discussion focuses on the specific categories of communication strategies. After this, the seventh chapter discusses the implications of the research findings. Finally, the eighth chapter presents the conclusions of this study alongside the limitations and suggestions for future research.

2 Marketing Communications

This chapter focuses on the definition and further description of marketing communications. It also discusses how culture may affect marketing communications. Furthermore, the chapter explains the effects marketing communications can bestow upon corporate brand development.

All the activities and operations of a company demand constant communication with the surrounding environment (Isohookana 2007, 9). Marketing communications refers to all the methods in which companies communicate with their different target groups and stakeholders, such as consumers, employees, or shareholders, in the attempt to advertise and market the company or its products and services (De Pelsmacker, Geuens & Van Den Bergh 2010, 3). It is one promotional method used to gain competitive advantage over other corporations on the market, and it can be very successful in affecting the consumers' behavior towards the desired outcome (Bagdare 2018, 49; van Scheers 2018, 13). Marketing communications may include activities such as advertising, sponsorship, public relations, exhibitions, and e-communication (De Pelsmacker et al. 2010, 4–5).

Today, companies may utilize various different media in order to communicate their marketing intent. For example, Rajeev Batra and Kevin Lane Keller (2016, 122) mention that company web pages are essential tools for marketing communications. Successful marketing communications supports the image of the company and its brand identity and relays the shared, collective voice of corporate communication (Isohookana 2007, 17).

Furthermore, marketing communications creates, preserves, and strengthens customer relationships and may also affect the visibility and desirability of the product or service a company provides (Isohookana 2007, 16). It allows the company to paint a picture of the product or service, or even of the whole company, in the respected parties' minds and to affect the manners in which they regard and act toward the company and its products or services (Raittinen 2017, 5). According to Heli Isohookana (2007, 10), communications is an excellent method if a company wishes to increase its competitiveness because it is impossible to copy communication.

The objectives of marketing communications can vary depending on the company. However, it is evident that the overall importance of marketing communications has increased in the modern consumer markets (Batra & Keller 2016, 122). Isohookana (2007, 98) states that on the micro level, the objectives of marketing communications can relate to the visibility and attractiveness

of the company or its products and services. They can also relate to the actions the consumer takes to obtain the product and the positive or negative reactions of the customer after they have obtained the product or service (Isohookana 2007, 98–100).

Isohookana (2007, 100) also mentions that on the macro level, the objectives of marketing communications refer to the attempt to influence sales and profits. According to Isohookana (2007, 100), the consumer should first have an opportunity to see the marketing message. Second, she (2007, 100) states the consumer should notice the message and become an active party in the communication themselves. Then, the message should affect the customer so that they favor the company in question, after which the consumer should react by obtaining the product or service of the company (Isohookana 2007, 100). Thus, the processes of marketing communications may have a positive influence on sales and profits (Isohookana 2007, 101).

Batra and Keller (2016, 124) state that there are multiple requirements for a successful corporate marketing communications plan. First, Batra and Keller (2016, 124) argue that the marketing communications program should be consistent in delivering its persuasive marketing message. Second, Batra and Keller (2016, 124) note that the different aspects of the program should complement each other and thus repair the possible limits and shortcomings of specific communication options. Furthermore, the marketing communications program should be persuasive, informative, and credible (Bagdare 2018, 45). Lastly, the program should allow different marketing communications methods to affect the intended target groups in different manners, thus enforcing the overall effectiveness of the marketing message (Batra & Keller 2016, 124).

The target groups of marketing communications may differ depending on the company and its products or services. Isohookana (2007, 102) names defining the appropriate target groups an essential part of the planning of marketing communications processes. According to her (2007, 102), the target groups of the marketing communications of a company may include customers, cooperation partners, shareholders, media, opinion leaders, and employees. The most important target groups for the purposes of this study are consumers, shareholders, and employees.

2.1 International Marketing Communications and Culture

Today, an ever-growing number of companies operate internationally. Multinational companies must consider their changing operational areas when they plan their marketing communications. However, the marketing communications field is undergoing great changes due to the new and

developing communication media and the globalization of the consumer markets (Mazurek-Łopacińska & Sobocińska 2016, 66).

Therefore, the new characteristics of marketing communications and the continuing internationalization of the markets require the marketing communications planning to consider cultural differences in more detail (Mazurek-Łopacińska & Sobocińska 2016, 66). Domestic and international marketing communications are likely to differ due to various factors, such as demographic, economic, geographic, technological, political, or even legal factors (De Pelsmacker et al. 2010, 9). Thus, marketing communications strategies for different markets have to be considered in detail.

According to Patrick De Pelsmacker, Maggie Geuens, and Joeri Van Den Bergh (2010, 10), cultural differences are the principal factors that affect international marketing communications of multinational companies. Understanding culture may help multinational companies understand the constraints and opportunities they may encounter in their marketing communications processes and overall business practices (Johnson, Scholes & Whittington 2008, 178). In this context, culture may be defined as the “set of beliefs or standards, shared by a group of people, which help the individual decide what is, what can be, how to feel, what to do and how to go about doing it” (Goodenough 1971, according to Usunier & Lee 2005, 5).

The importance of culture in marketing communications processes becomes evident when we consider how culture influences the decision-making and behavior of people and how it often highlights the ways in which people act in exchange situations (Usunier & Lee 2005, 103). Culture may explain the social behavior, the shared cultural meanings, and the social relations of people in different market areas (Moisander & Valtonen 2006, 565). The attitudes of people towards work, authority, and equality also vary across cultures and can be shaped by the history, religion, and even the climate of a given country (Johnson et al. 2008, 190).

Moreover, the background, values, norms, expectations, and worldview of the people in the domestic market may differ drastically from those of the people in the foreign markets (De Pelsmacker et al. 2010, 10). Culture may also add a creative input into the marketing communications program of a corporation (Mazurek-Łopacińska & Sobocińska 2016, 68). Thus, these cultural factors should be considered an integral part of the planning stages of corporate marketing communications and its processes.

Furthermore, cultural factors affect the values and expectations of the people in the countries in which the corporations operate (Johnson et al. 2008, 190). Therefore, it is essential that multinational corporations recognize and understand the differences in these cultural factors when they are planning and executing their domestic and international marketing communications. In addition, different cultural factors and norms have varying levels of impact across different cultures (De Pelsmacker et al. 2010, 10). Thus, multinational companies must decide the level on which they either localize or globalize – that is, standardize – their marketing communications (De Pelsmacker et al. 2010, 10).

Accordingly, Jean-Claude Usunier and Julie Anne Lee (2005, 218) argue that while the strategic management of a multinational company should remain global, the marketing management has to be customized to the local market contexts. However, while multinational companies are customizing their marketing communications according to their respective market environments, it is also worth noting that there are many multinational companies which have decided to use similar marketing communications practices with some extent of tailoring across different markets in their international marketing communications (Usunier & Lee 2005, 173). Therefore, it is also fairly common for marketing communications practices and marketing communications texts to be similar across different market areas.

In order to successfully communicate its message and corporate vision and to market itself positively in the foreign markets, it is important for a company to realize the differences between the domestic markets and the new markets as well as to understand the customers and business partners in these new markets (De Pelsmacker et al. 2010, 10). Thus, utmost attention should be paid to the values, interests, and types of information content for which the target groups have a high regard (De Pelsmacker et al. 2010, 10). Do the target groups and stakeholders in the foreign market environments value quality over price, should there be a great deal of information content, and are there images or symbols that are generally prohibited in certain cultures (De Pelsmacker et al. 2010, 10)?

For example, when a company considers the publishing of its corporate vision for its new foreign markets, the preferred types of information content, values, and marketing strategies in those markets should be discussed in detail. Some cultures and markets appear to prefer subtle marketing messages or symbolism, whereas others prefer straight-forward and clear marketing messages (Dumitrescu 2016, 108). It has to be evaluated whether the corporate vision should include a great deal of detailed information about the company and its operations, products, and

services, or if the target audiences respond better to creative strategies that aim to affect these target groups and make them react in a desired manner.

In addition, the types of values present in the corporate vision are important. Virginia Mihaela Dumitrescu (2016, 108) mentions that there may be differences between the domestic and foreign markets in regard to their preference for specific values. She (2016, 108) states that some cultures prefer modernity, and others highlight traditions. Furthermore, Dumitrescu (2016, 108) concludes that there are many cultures that emphasize collectivism, whereas others highlight individualism. Do the target groups in the foreign market appreciate the company mentioning environmental protection in its corporate vision? Are enjoyment or adventure prominent values that should be referenced?

Some consumers and other stakeholders consider companies corporate citizens with responsibilities toward the community. Therefore, it may be beneficial for the company to highlight its social responsibilities and resolutions in the corporate vision. Overall, the company should evaluate carefully how to formulate its corporate vision for the new markets and whether the corporate visions for the foreign and domestic markets should differ or remain similar to one another.

2.2 Marketing Communications in Corporate Brand Development

Developing a corporate brand has become one of the most crucial marketing priorities for the majority of modern corporations (Keller 2009, 139). Corporate brand consists of all the imagery and expressions that depict the identity of the company and add to the perceived value of the product or service (Abratt & Bendixen 2019, 76; Kapferer 2008, 10). The company informs the possible consumers and other stakeholders about the brand through marketing communications (Keller 2009, 141).

Jumiati Sasmita and Norazah Mohd Suki (2015, 276) state that corporate brand is often regarded as the most valuable asset of a company, and it is one of the most essential reasons behind the purchasing decisions of customers. Sasmita and Mohd Suki (2015, 276) describe how a corporate brand enables consumers to differentiate between products and companies and to consider the uniqueness of a given product or company in their purchasing decision-making. Therefore, Sasmita and Mohd Suki (2015, 276) conclude that the brand creates consumer trust and confidence and assists consumers in choosing their preferred purchase.

The preference of the consumers to select products or services of certain companies manifests the brand equity of a company. Brand equity refers to the fact that consumers may prefer and place more trust on the products and services of a certain company over the products and services of competing companies (Sasmita & Mohd Suki 2015, 276). Brand equity describes how the marketing of a specific product or a service may result in different outcomes based on the identification or familiarity of a brand (Keller 2009, 140). Thus, companies with high brand equity receive more competitive advantage over other companies (Sasmita & Mohd Suki 2015, 277).

The value of a recognized brand also includes the improved perception of the product or service's performance in the minds of consumers (Keller 2009, 140). In addition, a strong corporate brand creates brand loyalty, larger margins, and more brand extension opportunities (Keller 2009, 140). Thus, brand equity may also increase the efficiency of all the operations of marketing communications (Keller 2009, 140).

Furthermore, companies with recognized brands may gain more resilience against the competition and promotional pressures set by their competitors (Sasmita & Mohd Suki 2015, 277). The brand also has financial value because the corporate brand has created positive imagery in the minds of the stakeholders of the corporation, consumers, and opinion leaders (Kapferer 2008, 10). Therefore, brand equity equals financial value (Kapferer 2008, 10).

Additionally, brands are important to various stakeholder groups because they aid in the creation and communication of the identity of those groups: Employees may feel esteemed to be employed by certain companies, suppliers are proud to supply materials to certain companies, and consumers prefer the products or services of certain companies (Abratt & Bendixen 2019, 76). In addition, the brand reflects the values and the vision of a company (Abratt & Bendixen 2019, 76). Thus, both the brand and the corporate vision affect the corporate reputation and strive to market the corporation in a positive and attractive manner.

According to Russell Abratt and Michael Bendixen (2019, 78), advantages of a good, successful corporate brand include the fact that a corporate brand provides the whole organization with trust and approval from the different stakeholders and target groups of the corporation. In addition, Abratt and Bendixen (2019, 78) state that brands are transferable assets and as such can be purchased and sold. They (2019, 78) also mention that if the corporate brand is strong, it may attract more investors than a weak brand, and the strength of the brand may also

contribute to reduced advertising and marketing costs. Lastly, Abratt and Bendixen (2019, 78) note that a strong, renowned brand attracts talented workforce.

Marketing communications enables corporations to connect their brands to other people, places, events, and other brands, and it may even create experiences (Keller 2009, 141). It also fundamentally affects brand equity and sales through the promotion of the corporate brand and the establishment of the brand memory, knowledge, and image in the minds of the consumers (Keller 2009, 141–142, 145). However, these marketing communications activities have to be appropriately integrated into the overall operations of the company in order for them to result in a consistent brand message and successful market positioning (Keller 2009, 146).

For the marketing communications methods and processes to be most efficient in the communication of the corporate brand, all the different possible communications media should be considered (Keller 2009, 146). In addition, the marketing communications program should vary between different media of communication to improve brand equity (Keller 2009, 146). The variation of marketing communications methods may also affect the brand awareness positively. Keller (2009, 147) mentions that one method of communicating brand image is for corporations to compose their web sites in a manner that describes their purpose, history, and corporate vision.

A competitive corporate brand is an essential method of identification, specialization, and market positioning for an international company. Sasmita and Mohd Suki (2015, 287) state that a competitive brand assists the company in gaining better market positioning and in increasing its market share. Marketing communications acts as the channel through which the corporate brand is communicated to all the relevant stakeholders. It affects both the brand awareness of consumers and the brand equity of the brand. Therefore, marketing communications fundamentally affects the constitution of corporate brand. However, a strong corporate brand can also assist in the obtaining of the objective of successful marketing communications, that is, the positive promotion of a company.

3 Corporate Vision

This chapter defines and discusses the concept of a corporate vision. In addition, this chapter explores the topic of a corporate vision as a marketing communications text. Lastly, the chapter discusses the translation of corporate visions.

The most essential concept in this study is the concept of a corporate vision. A corporate vision is a text that provides information on the purpose, direction, objectives, shared values, established standards, and the strategies of a company and is a component of the overall corporate reputation (Abratt & Bendixen 2019, 121; Bart 1997, according to Slack, Orife & Anderson 2010, 422; Johnson et al. 2008, 10; Singal & Jain 2013, 245). Karri Sunila (2014, 10) states that a corporate vision is a picture of the future state of the company: It is the embodiment of those long-term strategic methods the company intends to utilize and the objectives the company aims to achieve through its operations. Therefore, corporate visions are texts that are very future oriented.

Peter McManners (2014, 50) describes the corporate vision and states that it should “be shared by everyone close to the business to ensure that all staff pull in the same direction, investors understand what they have invested in and customers know the nature of the club they join when they buy the product or service.” Therefore, corporate visions also aid in the establishment of the shared purpose inside the company and the perceived employee organization satisfaction (King and Cleland 1979, according to Slack et al. 2010, 421; Slack et al. 2010, 431). A good corporate vision should also express the mindset of the managerial level and set task-specific objectives (Singal & Jain 2013, 253). In addition, a good corporate vision is strong, aspirational, and engaging, and it expresses hopes for the future to which the whole company can relate (Bonfante 2017; Sunila 2014, 11).

The corporate vision is often the driving force behind the development of the entire corporate strategy, and it is also related to the corporate brand (Randazzo 2014, 39; Zamith Brito, Zanette, Abdalla, Ferreira, Limongi & Rosenthal 2015, 40). Ajay Kumar Singal and Arun Kumar Jain (2013, 245) consider the corporate vision and its development to be essential factors in the strategic management process of a company: An appropriate corporate vision defines the objectives of the entire company and the methods required to achieve these objectives. Furthermore, Gary W. Randazzo (2014, 43) even states that the corporate vision of a company should be the over-riding consideration in a corporate strategy development process. It may

also be employed as a method to inspire employees to commit and perform better and to assess more effort into their work (Singal & Jain 2013, 244; Johnson et al. 2008, 164).

Various studies have confirmed the influence of corporate visions on the organizational performance of companies (Singal & Jain 2013, 245). In addition, Singal and Jain's (2013, 253) research discovered that corporate visions work as essential factors in the internationalization processes of companies. Thus, corporate vision is a crucial factor in the internationalization of a company (Singal & Jain 2013, 244).

3.1 Corporate Vision as a Marketing Communications Text

A corporate vision guides the whole company and defines its objectives for the future. However, it also attempts to form a positive and attractive picture of the company and its operations, products and services to all the stakeholders. Therefore, corporate visions can also be considered marketing communications texts that include an intention to market the company and its operations in a positive manner.

Randazzo (2014, 39) notes that the corporate vision and the mission, the reason why the company exists, should be considered the most crucial influences behind the pricing, placement, product, and promotion marketing components. Randazzo (2014, 40) further mentions that the corporate vision and mission of a company may determine how the different components of marketing and marketing communications are combined in order to form a suitable marketing strategy. He concludes (2014, 63) that the corporate vision and mission of a company should be of utmost importance in the promotion strategies of a product or a service.

Similarly, Aykan Candemir and Ali Erhan Zalluhoğlu (2013, 626) note that in today's globalized consumer markets, the corporate vision is an essential tool for communication, and it affects the attitudes and the manner in which consumers and other parties view companies. Thus, companies can, and should, compose their corporate visions so that they market the company in a manner that is associated with attractive and positive qualities in the target markets. This would enable the interested parties to perceive the company in a positive perspective, which could result in a positive purchasing decision.

Corporate visions also allow corporations to communicate their corporate social responsibilities and attitudes towards sustainability to all their target groups (Conaway & Laasch 2012, 73, 75). In this manner, the company may define and describe itself as a responsible corporate citizen.

After all, the corporate vision is one of the factors which affect the global reputation of a multinational company (Kapferer 2008, 27).

Yvonne Lyons (2017) encourages companies to embed their corporate vision into every level of their marketing strategy and marketing tactics. The corporate vision can be shared on the company web page, but it should also manifest in the overall feeling a customer perceives when visiting a store or when talking with an employee of the company (Lyons 2017). This manifestation of the corporate vision in all methods of marketing communications helps the company to create a common belief in the corporate vision among employees and also to differentiate itself from its competitors (Lyons 2017).

3.2 Translating Corporate Visions

Elizabeth Martin (2019, 367) states that there are multiple different methods according to which translation of marketing texts for global audiences is possible. Content may be standardized, localized, or be a mixture of both (Martin 2019, 367). However, Martin (2019, 382) argues that localization of text content to new market areas is the most important method. While corporate visions are often standardized to some extent because of the purpose of the corporate visions to guide the company and to define its future aspirations, corporate visions also represent the intention to market the company and its products and services positively. Therefore, it is also reasonable to suggest that corporate visions should be localized in some manner in order to gain more target culture market appropriateness and effectiveness.

Two languages never completely overlap: There are always some structural or lexical differences or gaps between them (Babović & Krakić 2015, 206). Therefore, Dumitrescu (2016, 106) argues that semantically, some characteristics or nuances of the original are always lost during the translation process of a text. Furthermore, she (2016, 106) adds that translation processes cannot be solely considered processes of linguistic transfer where the only factors to be considered are lexical or grammatical changes. Instead, translation processes also include cultural factors that may separate different regional cultures and languages from one another, but also the different varieties of the same language (Dumitrescu 2016, 106).

Therefore, the translation processes of marketing texts should be conducted by a professional translator who possesses linguistic and cultural knowledge, experience, and expertise on the culture of the translation (Dumitrescu 2016, 106; Herrmann 2018, 16). Dumitrescu (2016, 107) also states that especially the translation of global marketing texts, such as texts relating to the

corporate brand or advertisements, requires great linguistic and cultural competence. Corporate visions also market the company and are relevant to the overall corporate brand identity, so these factors should be considered when translating corporate visions.

The translator has to be able to convey the message that may often include a great deal of persuasion, rhetorical means, and culture-bound expressions in a manner that still attests the ultimate objective of that message: to persuade consumers to conclude a positive purchasing decision or to inform the possible stakeholders about the products, services, or the superiority of them in comparison to the offerings of other competing companies (Dumitrescu 2016, 107). In addition, the translation of marketing texts requires the translator to be aware of the laws and regulations of the target culture, to master the required terminology, and to translate the information content appropriately (Babović & Krakić 2015, 206). All these requirements are appropriate when considering the translation processes of corporate visions: Corporate visions include persuasive and specific language and terminology, may retain culturally significant content, and attempt to inform and affect their target groups.

The target groups in different cultures, countries, and markets may respond to different mediums and strategies of communication differently. High-context cultures, such as the Chinese culture or some other Asian cultures, are also known as collectivistic cultures and may appreciate subtle communication methods, indirect addressing, or even symbolism, whereas low-context cultures, such as the American culture, are usually individualistic and may be more prone to accept clear and more direct communication (Dumitrescu 2016, 108; Southeastern University Online Learning 2016). Shengdong Lin, Qinling Wang, and Qiuju Tao (2008, 117–118) even argue that many brands from collectivistic cultures often choose place names as their brand names, whereas brands from individualistic cultures prefer people's names. Target groups in different markets may also respond differently to specific words, symbols, or imagery (Dumitrescu 2016, 109). Jesús Maroto (2006, 41) notes that sometimes addressing these differences in the preference of mediums, communication strategies, or symbolism require the companies to resort to imaginative strategies and to emphasize positive local perceptions or to address the negative ones by trying to change them.

In addition, translators should take into consideration the corporation's preferred language or the cultural concepts it often employs in the translation process (Holland, Shaw, Westwood & Harris 2004, 254). Maroto (2006, 39) states that after a successful translation process, the same product or a service that is marketed in the local markets can be perceived in a totally new

manner in the minds of the consumers in the new markets. Maroto (2006, 39) also argues that when this is achieved, the new perception is the result of considering cultural differences between the local and new markets.

In order to successfully translate a marketing text from one language into another, the translation processes should be complemented by localization processes where the essential message is transferred in consideration to the characteristics and customs of the target culture (Dumitrescu 2016, 109). Even though the translation of standardized texts may be the most inexpensive method, localization of the marketing texts may prove to be the most beneficial method across a long period of time (Martin 2019, 367). In the localization process, both the specific linguistic and the social characteristics of the target markets need to be taken into consideration: Vocabulary, varieties of the language, colloquialisms, humor, conventions, and cultural expressions are all essential factors (Martin 2019, 382; Herrmann 2018, 16).

Understanding the underlying motivation behind the purchasing decision of a consumer is important when translating marketing communications texts, such as corporate visions (Dumitrescu 2016, 109). Does the consumer base their decision to purchase a specific product or a service on environmental factors, need for status symbols, or the aesthetic appearance of the product (Dumitrescu 2016, 109–110)? Different meanings and connotations of, for example, the original name of the brand, should be studied prior to the translation process in order to eliminate possible linguistic or cultural errors (Dumitrescu 2016, 110). This is also essential when translating corporate visions: Are there expressions or word-use that may include different connotations or meanings in different cultures?

The translator of marketing texts should first and foremost consider the linguistic and cultural appropriateness of the translation (Martin 2019, 382). Localization of the marketing text content to be translated, including corporate visions, allows for the linguistic and cultural adaptation of the content to fit the local markets. Appropriately translated marketing communications content may affect the overall marketing communications operations positively.

Furthermore, the specific requirements by the supposed readers of the corporate vision and the text type should also be taken into consideration in the translation process. To what extent should, for example, corporate visions be localized or standardized, since their characteristic is to guide the company but also to market it positively in all different markets? As mentioned at the beginning of this section, the best option is to evaluate each situation and translation process

individually, taking into account all the specific characteristics and requirements of the assignment.

In conclusion, the translation processes of different types of marketing texts, including corporate visions, may be very challenging for even the most experienced translator. Translating corporate visions requires the translator to not only be competent in the language, but also to possess a profound understanding of the target culture and the appropriate terminology to be employed in the translation. The content and the communication strategies of the translation have to fit the market culture, but also maintain a level of consistency across different markets in order to generate brand value (Maroto 2006, 39).

However the translator may decide to localize or standardize the text content, the selection of the translation strategy should be conducted with the specific characteristics and requirements of the assignment in mind. Therefore, each translation assignment should be evaluated individually (Babović & Krakić 2015, 205–206). The marketing communications translation contributes to the whole effort of appealing to various regional markets and is therefore a topic to be considered carefully during the expansion process for different regional or cultural market areas (Dumitrescu 2016, 111).

4 Cross-cultural Comparison of Communication Strategies

In this chapter, the focus will be on the research framework on which the analytical framework of this study is based. In addition, the three different types of communication strategies that are searched for in the research material are described in detail.

The analytical framework of this study is based on the cross-cultural research framework by Shintaro Okazaki and Javier Alonso Rivas (2002). Okazaki and Alonso Rivas' (2002) research framework can be utilized in the comparison and analysis of multinational corporations' communication strategies on their web pages. In their research, Okazaki and Alonso Rivas (2002) focus on the differences manifested in the use of various communication strategies between different cultures.

Okazaki and Alonso Rivas (2002) examined the web pages of several Japanese multinational corporations and analyzed the online communication strategies utilized in the web pages that were intended for different cultures. Especially, Okazaki and Alonso Rivas (2002, 380) focused on those web pages of the Japanese multinational corporations that were intended for the Japanese, Spanish, and United States markets. According to Okazaki and Alonso Rivas (2002, 380), these countries were chosen for the comparison due to the clear differentiation in relation to their cultural, geographical, and economic characteristics. The results of Okazaki and Alonso Rivas' (2002, 380) study revealed that Japanese corporations preferred to localize the content of their web pages according to the target culture.

The research framework formulated by Okazaki and Alonso Rivas (2002, 380) highlights three essential communication strategies that are utilized in the cross-cultural communication in the web pages of multinational corporations. These communication strategies are information content, cultural values, and creative strategies (Okazaki & Alonso Rivas 2002, 380). These three main categories consist of several sub-categories that describe the specific communication strategy in greater detail.

The research framework and the three communication strategies defined by Okazaki and Alonso Rivas are adapted from earlier scientific research in order to compose a detailed and comprehensive framework for the study of cross-cultural communication of multinational companies on their web pages. The category of information content is adapted from the earlier information classification system by Resnik and Stern (1977) for the analysis of cultural variability between web pages intended for differing cultures (Okazaki & Alonso Rivas 2002,

380–381, 384; Raittinen 2017, 27). In addition, the category of cultural values is based on the typology for cultural values by Cheng and Schweitzer (1996), and the category of creative strategies stems from Simon’s (1971) creative dimensions of web advertisements (Okazaki & Alonso Rivas 2002, 380–382, 384; Raittinen 2017, 27).

Table 1. The research framework by Okazaki and Alonso Rivas (2002, 384)

Category	Sub-category
Information Content	Price or value, quality, performance, components or contents, availability, special offers, taste, nutrition, packaging or shape, guarantees and warranties, safety, independent research, company research, new ideas
Cultural Values	Adventure, beauty, collectivism, competition, convenience, courtesy, economy, effectiveness, enjoyment, family, health, individualism, leisure, magic, modernity, nature, neatness, nurturance, patriotism, popularity, quality, respect for the elderly, safety, sex, social status, technology, tradition, uniqueness, wealth, wisdom, work, youth
Creative Strategies	Information, argument, emotional appeals, repeated assertion, command, brand familiarization, symbolic association, imitation, obligation, habit-starting

4.1 Information Content

Resnik and Stern (1977) created an information classification system of 14 different criteria, including price, quality, and performance (Okazaki & Alonso Rivas 2002, 380). An advertisement became informative if it included at least one of these informative factors (Okazaki & Alonso Rivas 2002, 380–381). According to this classification, these information cues allowed the reader or consumer to make informed purchasing decisions (Okazaki & Alonso Rivas 2002, 381). Resnik and Stern’s information classification model has been utilized in various subsequent studies on the topic of cross-cultural differences in the web pages intended for different consumer markets (Raittinen 2017, 27).

Okazaki and Alonso Rivas (2002, 381) confirm that Resnik and Stern’s model functions well in the analysis of cultural variability between the web pages of different cultures. According to them (2002, 381), the medium’s type of involvement appears to affect the information levels of an advertisement. Involvement refers to the degree to which consumers are motivated by or willing to obtain specific information (Okazaki & Alonso Rivas 2002, 381). Furthermore, Okazaki and Alonso Rivas (2002, 381) state that various studies have provided empirical evidence to support the argument that because the internet is a very involved medium – that is, a mixture of electronic and print media, it includes a significant amount of information.

Corporate visions of multinational companies may include information content that influences the decision-making processes of the different stakeholder groups of the company. Shareholders may receive information content from the corporate vision that affects their investment decisions. Environmentally conscious consumers may read about the ethical and eco-friendly principles and values of the company, and this information may influence their positive or negative purchasing decisions.

4.2 Cultural Values

The second category of communication strategies consists of cultural values. According to Okazaki and Alonso Rivas (2002, 382), cultural values represent the values that are dominant in the local market. Furthermore, cultural values emphasize important cultural meanings in the advertising and marketing content (Raittinen 2017, 27).

The category of cultural values in Okazaki and Alonso Rivas' (2002, 381) analysis model is based on Cheng and Schweitzer's (1996) typology that included 32 cultural values. In addition, Okazaki and Alonso Rivas (2002, 381) note that this typology in turn was based on the 43 contemporary advertising values of Pollay (1983). Okazaki and Alonso Rivas (2002, 381) also point out that this type of a typology can be especially useful in studying the differences between western and eastern cultural values, since the typology reflects the core social values of these cultures: individualism and collectivism.

Furthermore, Okazaki and Alonso Rivas (2002, 382) mention that if internet communication strategies are not standardized, it is likely that the web page content is characterized by the values of the host country of the market. Therefore, individualistic values, such as modernity, youth, or enjoyment, or collectivistic values, such as tradition or group consensus, are likely to be evident in the web page content (Okazaki & Alonso Rivas 2002, 382). For instance, Okazaki and Alonso Rivas (2002, 382) state that there appears to be a difference between the collectivistic and individualistic cultures. In collectivistic cultures, subtlety and symbolism are valued in advertising appeals, whereas in highly individualistic cultures, more direct and explicit messages with factual argumentation are appreciated (Okazaki & Alonso Rivas 2002, 382).

4.3 Creative Strategies

The third category of communication strategies essential in this study and in the study by Okazaki and Alonso Rivas (2002) is that of creative strategies. According to Salla Raittinen

(2017, 28), creative strategies signify the methods of advertising and marketing communications that are employed so that an advertisement or a piece of marketing communications would appeal to a specific target audience in the desired manner. Okazaki and Alonso Rivas (2002, 382) state that creative strategies refer to the executional tactics that specify the general nature and character of advertising messages in order to create more appealing presentations.

The group of creative strategies in the analysis model by Okazaki and Alonso Rivas (2002, 382) is founded on Simon's (1971) typology of ten creative strategies. This typology included creative strategies such as "argument" and "motivation with psychological appeals" (Okazaki & Alonso Rivas 2002, 382). Furthermore, creative strategies can include strategies such as "brand familiarization", the manner in which the brand and the brand identity are presented in the text (Raittinen 2017, viii).

Various studies have also been conducted on the use of creative strategies in advertisements (Okazaki & Alonso Rivas 2002, 382). According to Okazaki and Alonso Rivas (2002, 382), an earlier research by Martenson (1987) discovered that television advertisements in the United States included more brand familiarization than television advertisements in Sweden. However, similar information on the United States and Finnish advertising and marketing content could not be discovered.

5 Research Material and Methodology

In this chapter, I will present both the English and the Finnish research material analyzed in this study. I will also shortly describe the process of confirming the similarity of the corporate visions published in the different English-speaking markets of Samsung Electronics. Furthermore, I will give a detailed account on the collection process of the research material. Lastly, I will also present the methodology of this study.

5.1 Research Material

The research material of this study consists of the current English and Finnish-language corporate visions of Samsung Electronics. The corporate vision in English is called “Vision 2020” and its Finnish translation is correspondingly named “Visio 2020”. Vision 2020 includes a short, one-sentence vision statement summarizing the essence of the whole corporate vision, one paragraph of general information about the corporate vision, mission and strategic direction, as well as a separate page titled “Philosophy” that focuses on the philosophy, objectives, principles, and ideas that comprise the corporate vision. The Philosophy -section of the English corporate vision consists of approximately 1300 words.

According to the Samsung Electronics web page, Vision 2020 was first launched on the 40th anniversary of Samsung Electronics in 2009 (Samsung Electronics 2019a). The corporate vision details the company’s corporate vision for the future and the ambitious goals concerning the innovation of new technologies, products, and services it sets for itself to reach by the year 2020 (Samsung Electronics 2019a). Additionally, the corporate vision describes the growth targets the company intends to reach by the year 2020 (Samsung Electronics 2019a).

There are multiple target groups identifiable in the research material to whom the corporate vision is addressed. The main target groups of the corporate vision appear to be the consumers, shareholders, and employees of the company. Samsung Electronics aims to appeal to these stakeholders by highlighting objectives and decisions that are particularly important to these groups.

The web pages of Samsung Electronics allow the user to select between numerous different geographical and linguistic regions around the world. The selection of the location allows the user to view web pages customized for that specific market area in relation to language and information content. This selection of locations includes various locations that all use English

as their official language. Thus, there are multiple different versions of the web pages of Samsung Electronics in English that all include the current corporate vision written in English.

5.1.1 The English Corporate Vision

The English corporate vision I study is the corporate vision of Samsung Electronics that was published on the web pages that are intended for the audiences and the consumer electronics markets in the United States of America. The full title of the corporate vision on the web pages is “Vision 2020: ‘Inspire the World, Create the Future’”. I chose the corporate vision from the web pages intended for the United States because the United States is currently among the largest consumers of consumer electronics in the whole world (Infinium Global Research and Consulting Solutions 2017). When I was selecting among the English corporate visions, I also conducted a small study on the different English-language versions to ensure that they were all similar and that the United States version did not differ from the rest of the English versions.

The English-language corporate vision of Samsung Electronics includes some grammatical errors and spelling mistakes. Some of these errors are minor errors that do not affect the readability of the corporate vision. For example, the following sentence includes a small spelling mistake that does not make understanding the message of the sentence challenging: “Ay Samsung, we're dedicated to giving our people a wealth of opportunities to reach their full potential.” Another sentence includes an incorrect choice of words. Instead of stating ‘as a member of the community’, the sentence states ‘by a member of the community’: “Perform the mission statement by a member of the community.”

However, some of the errors affect the comprehensibility and readability of the text. For instance, it is somewhat challenging to comprehend the message of the following sentence: “We establish relationships between business partners and coexistence and coprosperity.” A similar error that affects the understandability of the message is present in the following sentence: “We do not give or take compensation gifts, bribes or treat people while conducting business activities.”

5.1.2 Testing the Similarity of the English Corporate Visions

To ascertain similarity, or to alternatively discover differences, of the corporate visions employed in the different regions that use English as their official language, I compared the corporate visions from the web pages of Samsung Electronics used in different English-speaking countries with each other. I chose to compare the corporate visions available on the

company web pages of the United States, the UK, Australia, Singapore, and Hong Kong. I compiled the corporate visions from the web pages of these regions into separate Word documents. Then, I compared the files with each other with the *Compare* function available on Microsoft Word.

The comparison of the different English-language versions revealed that there appear to be no significant differences between the corporate visions published in each different English-speaking region. All the versions in English were identical in their information content, spelling, variant of English, and the lay-out of the text. Even the errors, such as spelling errors, were repeated throughout the different versions of the corporate vision.

However, the English corporate visions from the web pages intended for the audiences and markets in the UK and Australia appear to differ from the other English-language corporate visions on one occasion: There appears to be a mistake in one of the three subheadings under the headline “Samsung’s Philosophy and Goals”. In the other English corporate visions, this subheading is: “1 Core Elements of Management: On the Basis of Human Resources & Technologies,” whereas the subheading in the versions employed in the web pages of the UK and Australia state: “1 On the Basis of Human Resources & Technologies: On the Basis of Human Resources & Technologies.” This appears to be a content management system problem and, in my opinion, does not retain any relevance in relation to information content or the specific variant of English in question.

As stated above, the variant of English used in the different English versions of the corporate vision did not vary when comparing the corporate visions. The variant of English in all the different versions was British English even when studying the corporate vision addressed to the consumer electronics markets in the United States of America. All the different versions mentioned “labour”, “behaviour”, “honour”, “unauthorised”, and “organise.”

5.1.3 The Finnish Corporate Vision

The Finnish corporate vision of Samsung Electronics is titled “Visio 2020: ‘Inspiroi maailmaa, luo tulevaisuutta’”. It includes the same information content and consists of the same segments as the English corporate vision. The Finnish corporate vision is available on the web pages of Samsung Electronics in the Finnish region. The translator of the Finnish corporate vision is unknown.

The Finnish translation appears to have been completed in a hurry and includes some errors. Sometimes these errors make the comprehension of the translation slightly challenging, and some of the errors even resemble errors that might result from machine translation. For instance, the diction and conjugation of the following Finnish sentence are incorrect: “Kaikki, mitä teemme Samsungin, ohjaa joustamaton intohimo huippuosaamiselle ja epäedullinen sitoumus kehittää parhaita tuotteita ja palveluja markkinoilla.”

Occasionally, the text has been translated in a manner that slightly changes the message of the text. For example, the original English corporate vision states: “For this, we dedicate our efforts to creativity and innovation, shared value with our partners, and our great people.” However, the Finnish translator has translated *shared value* as ‘shared values’: “Tämän saavuttamiseksi panostamme luovuuteen ja innovointiin sekä yhteisiin arvoihin kumppaniemme ja mahtavien työntekijöidemme kanssa.”

In addition, the rather complicated sentence: “The principles serve as the foundation for its global code of conduct in compliance with legal and ethical standards and the fulfillment of its corporate social responsibilities,” is translated as: “Periaatteet muodostavat perustan sen globaaleille liiketoimintaohjeille, jotka ovat juridisten ja eettisten standardien mukaiset ja joiden tarkoituksena on varmistaa yhteiskuntavastuiden täyttäminen.” The message in the Finnish sentence suggests that the principles form a foundation for the global code of conduct, and that the global code of conduct is formed in accordance with legal and ethical standards. In addition, the objective of the global code of conduct is to guarantee the fulfillment of the corporate social responsibilities. This message is completely different from the original English sentence that focuses on the principles and their purpose. Similarly, there are obvious errors in the English corporate vision, and therefore these problems are not limited to only the Finnish translation.

5.2 Research Material Collection

The research material employed in this study consists of written text and one image. The image depicts the short vision statement, mission statement, the attributes the corporation wishes to be associated with it, and the strategic direction of the corporation. In the image, these topics are presented in the style of a mind map. The image is located below the written vision statement, and the paragraph providing general information about the corporate vision. The preceding text is summarized in the image.

Because the material was already available and public on the internet, the data collection process itself did not require a great deal of time. Both the English and the Finnish research material were collected from the web pages of Samsung Electronics on July 7, 2019. The English research material was collected from the Samsung Electronics' United States web pages and the Finnish research material from the company's Finnish web pages. I took screenshots of the English and the Finnish corporate visions from the web pages of the corporation and copied the texts into separate Word files because I wanted to preserve the research material.

5.3 Qualitative Content Analysis

According to Hsiu-Fang Hsieh and Sarah E. Shannon (2005, 1278), qualitative content analysis is a research method for the analysis of text data. Hsieh and Shannon (2005, 1278) define it as “a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns.” This study utilizes the method of qualitative content analysis: The instances depicting information content, cultural values, and creative strategies are collected and categorized from the text data that comprises the research material of this study. However, the study additionally includes some features of quantitative analysis as the number of specific instances is calculated.

According to Jouni Tuomi and Anneli Sarajärvi (2018, 78), content analysis is the traditional approach that suits all types of qualitative research. Tuomi and Sarajärvi (2018, 78) mention that content analysis can act as a stand-alone method but also as a loose theoretical framework connected to different modes of analysis. In addition, they (2018, 91) argue that qualitative content analysis aims to increase the information value through the clear and coherent production of information content from the research material on the topic of the whole study. Furthermore, Tuomi and Sarajärvi (2018, 87) note that qualitative content analysis allows the systematic and objective study of different literary documents, such as books, articles, or speeches. The analysis of the research material of this study aims to provide information on the communication strategies used in the corporate vision of Samsung Electronics.

Tuomi and Sarajärvi (2018, 81) reference Jari Eskola's (2001; 2007) classification of qualitative content analysis into three different approaches: data-based approach, theory-based approach, and theory-guided approach. The approach used in this research is theory based. Theory-based approach relies on a specific theory or a model and uses it in the classification of the

phenomenon that is at the focus of the research: The analysis of the research material is guided by an already-existing theoretical perspective (Tuomi & Sarajärvi 2018, 82, 94). This study bases its approach on the research framework composed by Okazaki and Alonso Rivas (2002).

5.4 Research Framework and Methodology

The first step in theory-based content analysis is to formulate the research framework (Sarajärvi 2002, according to Tuomi & Sarajärvi 2018, 94). This framework can be either structured or unstructured: When the research framework is structured, only the instances that fit the research framework are collected from the research material, whereas unstructured framework refers to the method where different categories are formed from the research material inside the research framework according to the principles of data-based content approach (Tuomi & Sarajärvi 2018, 94–95; Raittinen 2017, 28).

As has been mentioned, the research framework of this study is adapted from the cross-cultural research framework by Shintaro Okazaki and Javier Alonso Rivas (2002). The research framework by Okazaki and Alonso Rivas was chosen for this study because it focuses on the web pages of multinational corporations and analyzes the communication strategies of the marketing content in them. In my opinion, it can thus be utilized in the study of the corporate vision published in the web pages of Samsung Electronics. In addition, the framework aids in answering the research questions of this study.

The framework of this research is structured. The different communication strategies present in the research material are identified and collected according to the research framework modelled from the framework by Okazaki and Alonso Rivas (2002). This allows me to test Okazaki and Alonso Rivas' research framework in a completely new environment: in a research on the communication strategies present in a multinational corporation's corporate vision and its translation.

I began the formulation process of the research framework by conducting a preliminary comparison of Okazaki and Alonso Rivas' research framework and the research material of this study. After familiarizing myself with both the analysis framework and the research material, I decided to omit some of the sub-categories under the three different communication strategies in the analysis model because I believed they were unlikely to appear in a corporate vision. These sub-categories of the communication strategies included components or contents, availability, special offers, taste, nutrition, and packaging or shape from the category of

information content. During the preliminary inspection of the research material, sub-categories were not omitted from the categories of cultural values or creative strategies.

After the preliminary inspection of the research material, I began the actual analysis of the English and Finnish research materials. I proceeded systematically through the English corporate vision and collected all the appropriate instances into an Excel file under the specific category and sub-category describing each communication strategy and their sub-categories. Then, I examined the Finnish translation in a similar manner.

After the analysis of the research material, I realized that some of the sub-categories of the three strategies of the research framework were not represented in the English or the Finnish research material. Therefore, I decided to omit those sub-categories from the final research framework of the study.

The research framework of this study consists of the three communication strategies from Okazaki and Alonso Rivas' (2002) framework: information content, cultural values, and creative strategies. I have chosen the category of information content in my study to include the sub-categories of quality, performance, and new ideas. The category of cultural values is noticeably larger and includes the sub-categories adventure, collectivism, competition, courtesy, effectiveness, enjoyment, health, individualism, leisure, modernity, nature, nurturance, quality, safety, technology, tradition, and wisdom. Lastly, the category of creative strategies in my study consists of the sub-category of brand familiarization.

Tuomi and Sarajärvi (2018, 98) mention that after the classification of the research material into the different categories of the research framework, the content analysis can continue with the quantification of the research material. Thus, the qualitative content analysis may include characteristics of quantitative analysis (Raittinen 2017, 30). After the classification of the instances from the research material into the different categories of the research framework, I calculated the number of instances in each sub-category of both the English and the Finnish research material. I also calculated the size of each category and sub-category in relation to the number of all the instances in both texts. This enables the quantitative comparison of the communication strategies of the two corporate visions, therefore bringing quantitative elements into the study (Raittinen 2017, 30–31).

A further step in a theory-based content analysis is to define the unit of observation and the unit of analysis. Matthew DeCarlo (2018) explains that a unit of observation refers to the object or

item that is actually researched, measured, or collected during the research while attempting to understand some characteristic about the unit of analysis. According to Hanna Weselius (2016), the units of observation are the units to which the observations of the research are later connected. Therefore, units of observation can include interviews, discussions, newspapers, or pictures (Weselius 2016). During this study, the units of observation include the whole corporate vision of Samsung Electronics in English and its translation into Finnish.

William M. Trochim (2006) notes that a unit of analysis is among the most important factors to take into consideration in the entire research project: It is the entity that is analyzed in the research. Weselius (2016) explains that units of analysis can vary from words and word combinations, clauses, and thoughts to letters and the number of pages. The unit of analysis utilized in this study is a sentence. A sentence was chosen as the unit of analysis because it is effortless to define and detect from the research material.

According to Raittinen (2017, 31), adding quantitative qualities to the research becomes simple when the unit of analysis is a sentence: The presence of different instances is effortless to detect when the unit of analysis is as clear and precise as possible. In my Master's thesis study, I decided to follow Raittinen's (2017, 31) solutions relating to the categorization of the instances into different categories and sub-categories. Raittinen (2017, 31) mentions that there may be one instance in a sentence that fits into multiple different sub-categories. Therefore, any given sentence was included in all the possible sub-categories the instance matched (Raittinen 2017, 31). For example, the following sentence from the research material: "We protect and respect the intellectual property of the company and other people," describes how the company respects knowledge but also suggests that the intellectual property of the company and others is safe and protected. Thus, this sentence was included in the two sub-categories of wisdom and safety.

Raittinen (2017, 31) also explains that there may be multiple different instances in one sentence. In these cases, the sentence was included in all the sub-categories the different instances matched (Raittinen 2017, 31). For example, the following sentence describes the high regard the company has for technological advancements but also for its own employees, and it was thus included in both the sub-category of technology and the sub-category of collectivism: "To achieve this, Samsung sets a high value on its people and technologies." Raittinen (2017, 31) believes that this method reveals a more extensive picture of the research material.

6 The Communication Strategies of the English and Finnish Corporate Visions of Samsung Electronics

This chapter focuses on the results of the analysis of the research material and presents the research findings. The chapter answers the research questions stated at the beginning of this study: What types of communication strategies can be perceived in the current English-language corporate vision of Samsung Electronics and its translation into Finnish? Do these two texts, intended for different markets and audiences, differ in their communication strategies?

First, I present all the research findings from the analysis of the research material in a table (see table 2). Next, I discuss the research findings in more detail in the following sections. I begin by examining those instances from both the English and the Finnish material that can be included under the category of information content.

Then, I continue to discuss the instances from both of the corporate visions that belong to the category of cultural values. Finally, I present the English and the Finnish instances belonging to the category of creative strategies. During the discussion on the research findings from each category of communication strategies, I present examples of different instances from the English as well as the Finnish research material.

In total, there are 415 instances of communication strategies collected from the research material of this study. The English corporate vision of Samsung Electronics includes 206 instances and the Finnish translation of the corporate vision 209 instances of communication strategies. The findings of the study are presented in a table on the following page.

The table highlights the findings of the research material and presents them by each category: information content, cultural values, and creative strategies. The table provides the exact number of the instances in each sub-category of the communication strategies. Both the instances from the English and the Finnish research material are presented alongside each other in order to provide an opportunity for comparison of the texts. In addition, this allows for a better understanding of the research material and its characteristics.

Table 2. The communication strategies in the English and Finnish corporate visions of Samsung Electronics

Communication Strategy	Sub-category	English	%	Finnish	%
Information Content	Quality	2	1.0%	2	1.0%
	Performance	56	27.2%	56	26.8%
	New Ideas	5	2.4%	5	2.4%
		63	30.6%	63	30.2%
Cultural Values	Adventure	2	1.0%	1	0.5%
	Collectivism	9	4.4%	9	4.3%
	Competition	9	4.4%	7	3.4%
	Courtesy	8	3.9%	9	4.3%
	Effectiveness	4	1.9%	4	1.9%
	Enjoyment	2	1.0%	2	1.0%
	Health	2	1.0%	2	1.0%
	Individualism	4	1.9%	4	1.9%
	Leisure	1	0.5%	1	0.5%
	Modernity	10	4.9%	10	4.8%
	Nature	5	2.4%	5	2.4%
	Nurturance	15	7.3%	15	7.2%
	Quality	3	1.5%	2	1.0%
	Safety	45	21.8%	50	23.9%
	Technology	5	2.4%	6	2.9%
	Tradition	2	1.0%	2	1.0%
	Wisdom	9	4.4%	9	4.3%
		135	65.7%	138	66.3%
Creative Strategies	Brand Familiarization	8	3.9%	8	3.8%
		8	3.9%	8	3.8%
Total		206	100.2%	209	100.3%

6.1 Information Content

According to Okazaki and Alonso Rivas (2002, 380–381), information content refers to those instances in the web page content of international corporations that assist the consumers to form advised buying decisions. These expressions of information content can include references to the quality or performance of the offerings of the company or to the newly developed ideas that are employed in the creation of the product or service (Okazaki & Alonso Rivas 2002, 380). Raittinen (2017, 29) notes that the characteristics that the category of information content emphasizes are those that are generally identified with informative advertisements or marketing texts.

In total, the research material of this study includes 126 instances from the category of information content. Both the English and the Finnish research material include 63 different instances of information content. In the English research material, the instances belonging to

the category of information content comprise 30.6% of all the instances. In the Finnish research material, the instances of information content form 30.2% of all the instances. The instances only represent three different sub-categories of information content out of the 14 sub-categories suggested by Okazaki and Alonso Rivas (2002): quality, performance, and new ideas.

The number of instances in these sub-categories of information content remain the same in both the English and the Finnish research material. The largest sub-category of information content is the sub-category of performance. It includes 56 instances. This equals to 27.2% of all the instances of the English, and 26.8% of all the instances of the Finnish research material.

The second largest sub-category is that of new ideas. This sub-category of information content is considerably smaller and only includes five instances in both research materials. Quality forms the smallest sub-category of information content and includes two different instances in both the English and the Finnish corporate visions.

The instances that were collected under the sub-category of *performance* include expressions that explain or demonstrate the activities Samsung Electronics aims to do and depict how well it succeeds in these activities (Okazaki & Alonso Rivas 2002, 385). For example: “We pursue shareholder value oriented [sic] management.” However, the Finnish text mentions stakeholder value instead of shareholder value: “Pyrimme sidosryhmäarvoon suuntautuneeseen johtamiseen.” This may be a mistake by the translator or be a result of machine translation that was not appropriately revised. In addition, the English corporate vision states: “We create stable benefits through steady management activities and enhance the company's market value.” The Finnish translation states similarly: “Luomme pysyvää etua vakiintuneiden hallintotoimien avulla ja parannamme yrityksen markkina-arvoa.”

The instances demonstrate the operation of Samsung Electronics. Furthermore, they explain the values and ethical principles that the company implies direct its operations. Therefore, many of the instances from this sub-category overlap with the instances from the sub-categories of safety and nurturance. For example, the following statement could also be included in the sub-category of safety: “We comply with laws and ethical standards,” and “Noudatamme lakeja ja eettisiä standardeja.”

In addition, the corporate vision proclaims: “We do not discriminate against nationality, race, gender, religion, etc. and treat all stakeholders and parties like customers or employees.” The Finnish translation is similar to the English one: “Emme syrji kansallisuuden, rodun,

sukupuolen, uskonnon tmv. perustella ja kohtelemme kaikkia sidosryhmiä ja osapuolia kuten asiakkaita ja työntekijöitä.” The corporate vision also states rather clumsily: “We do not give or take compensation gifts, bribes or treat people while conducting business activities.” However, the Finnish text is more readable: “Emme anna emmekä ota vastaan lahjaksi korvauksia, lahjuksia tai kestitäilyksiä liiketoimia harjoittaessamme.” In addition, the corporate vision states: “We maintain a clean organisational culture,” and ”Pidämme organisaatiokulttuurimme tahrattomana.”

Sustainability and responsibility are themes that are emphasized heavily in the instances categorized under the sub-category of performance. The company portrays its sustainable character and its responsible attitude in a similar manner in both the English and the Finnish research material. “With an aim to become one of the most ethical companies In [sic] the world, Samsung continues to train its employees and operate monitoring systems, while practicing fair and transparent corporate management,” the English corporate vision states.

The sentence structure of the Finnish translation does not appear to be idiomatic Finnish, and instead the text resembles a result of machine translation: “Tavoitteenaan tulla erääksi maailman eettisimmistä yrityksistä Samsung kouluttaa työntekijöitään ja käyttää seurantajärjestelmiä ja se johtaa yritystään oikeudenmukaisesti ja läpinäkyvästi.” The corporate vision continues: “Samsung is committed to becoming a socially and environmentally responsible corporate citizen in all of its communities worldwide,” and similarly “Samsung on sitoutunut olemaan yhteiskunnan ja ympäristön kannalta vastuullinen yrityskansalainen kaikissa yhteisöissään ympäri maailmaa.”

According to the corporate vision, Samsung Electronics is a responsible corporate citizen which cares for its local and global communities. It professes: ”We perform basic obligations faithfully as an enterprise citizen,” and ”Yrityskansalaisena täytämme perusvelvollisuutemme luotettavasti.” In addition, the corporate vision states: ”We actively participate in social service activities like volunteer work, disaster relief, etc.” The Finnish translation does not express any cultural differences or differences related to the translation process in this sentence and even repeats the rather informal sentence structure: “Osallistumme aktiivisesti sosiaaliseen toimintaan, kuten vapaaehtoistyöhön, katastrofiapuun jne.”

In addition, the focus is often on the implied technological superiority of the products, services, and operation of the whole corporation. The phrase “make the extension of human resource

development and technical superiority with management principles,” expresses the perceived or pursued technical superiority of the products and services of the company, similarly to the expression in Finnish: “Kehitetään henkilöstöresursseja ja teknistä etevyyttä johtamisperiaatteilla.”

In its English and Finnish corporate visions, Samsung also underlines how considerate it is towards its different stakeholders, including shareholders and employees: “We provide long-term benefits to shareholders through reasonable investments and improvement of operational efficiency.” This implies that the shareholders will benefit through the responsible but effective actions of the corporation. The statement: “We provide equal opportunities to all employees and treat them fairly according to their abilities and performance,” or in Finnish: “Tarjoamme yhtäläiset mahdollisuudet kaikille työntekijöille ja kohtelemme heitä oikeudenmukaisesti heidän ammattitaitonsa ja suoriutumisen mukaisesti,” promises to treat employees with consideration and care.

The sub-category of *new ideas* includes expressions focusing on the new ideas and innovations by the company (Raittinen 2017, 39). This sub-category and the sub-categories of technology and modernity from the category of cultural values overlap in some of the instances. Thus, they all describe the high value Samsung ascribes to innovation and technological advancements. The best example of the attempt to identify its corporate brand with innovation is in the full title of the corporate vision: “Vision 2020: ‘Inspire the World, Create the Future,’” and in its corresponding Finnish translation: “Visio 2020: ‘Inspiroi maailmaa, luo tulevaisuutta.’”

The company’s suggested passion for innovativeness is further explained in the English and Finnish corporate visions: “We have delivered world best products and services through passion for innovation and optimal operation,” and “Olemme tuottaneet maailman parhaita tuotteita ja palveluja intohimolla, jota tunnemme innovointia ja optimaalista toimintaa kohtaan.” Among other things, the company appears to dedicate itself to the advancement of innovativeness: “For this, we dedicate our efforts to creativity and innovation, shared value with our partners, and our great people.” Accordingly, the Finnish translation considers creativity and innovation as one of the company’s principles: “Tämän saavuttamiseksi panostamme luovuuteen ja innovointiin sekä yhteisiin arvoihin kumppaniemme ja mahtavien työntekijöidemme kanssa.” However, the English sentence above mentions shared value, whereas the translator of the Finnish corporate vision has decided to translate this as ‘shared values’, *yhteiset arvot*.

The smallest sub-category of information content in the English and the Finnish research material is that of *quality*. The instances belonging to this sub-category describe the characteristics in which the whole company, and its products and services, differ from competitors and their products and services on the market (Okazaki & Alonso Rivas 2002, 385). According to the corporate vision, Samsung's technologies are "innovative" and "create new future." Okazaki and Alonso Rivas (2002, 385) mention that the sub-category of quality highlights how the product or service, and in this case the whole company and its operations, exceed its competitors on the global markets.

The suggested ability of the company to aid in the technological development and social improvement around the world is emphasized throughout the corporate vision and its translation. Samsung believes that it is able to enrich everyone's lives and to develop the economic and social circumstances in its communities around the world in a manner that is superior in comparison to other corporations or organizations. The corporate vision states: "Inspire the world with our innovative technologies, products and design that enrich people's lives and contribute to social prosperity by creating a new future."

Both the English corporate vision and the Finnish translation place a high value on the ideal of a better world. In addition, Samsung emphasizes the development of new technologies. The company promises to: "Create a better world full of richer digital experiences, through innovative technology and products."

6.2 Cultural Values

Okazaki and Alonso Rivas (2002, 382) remark that cultural values usually represent the host-country values that are dominant in the local market. Cultural values highlight important cultural meanings in the advertising or marketing content (Raittinen 2017, 27). These cultural values can include such ideals as collectivism, enjoyment, modernity, or tradition (Okazaki & Alonso Rivas 2002, 381, 384).

The English research material includes 135 instances from the category of cultural values. This is 65.7% of all the instances of the English research material. The Finnish research material includes 138 instances describing cultural values. This comprises 66.3% of all the Finnish instances. This difference in the number of instances demonstrates some of the slight differences discovered between the English and the Finnish corporate visions of Samsung Electronics.

In total, the category of cultural values in the research material includes 17 different sub-categories in both the English and the Finnish research material. These sub-categories are adventure, collectivism, competition, courtesy, effectiveness, enjoyment, health, individualism, leisure, modernity, nature, nurturance, quality, safety, technology, tradition, and wisdom. Some of the sub-categories differ in their size between the English-language corporate vision and its Finnish translation.

6.2.1 Safety

The overwhelmingly largest sub-category of cultural values in both research materials is the sub-category of *safety*. It includes 45 instances in the English and 50 instances in the Finnish research material. Thus, this sub-category forms 21.8% of all the English instances and 23.9% of the Finnish instances of the whole research material.

The instances categorized under the sub-category of safety depict many different themes concerning safety. However, one of the most prominent themes present in both research materials is the mutual trust and respect between the company and all its stakeholders, such as shareholders and employees.

The company states that it “believes that ethical management is not only a tool for responding to the rapid changes in the global business environment, but also a vehicle for building trust with its various stakeholders including customers, shareholders, employees, business partners and local communities.” The Finnish translation notes rather similarly: “Se uskoo, että eettinen johtaminen ei ole ainoastaan tapa reagoida nopeisiin muutoksiin globaalissa liiketoimintaympäristössä, vaan myös keino rakentaa luottamusta eri sidosryhmien kanssa, joita ovat mm. asiakkaat, osakkeenomistajat, työntekijät, liikekumppanit ja paikallisyhteisöt.”

In comparison to the English corporate vision, the Finnish version highlights the importance of trust and respect slightly more. For instance, the Finnish corporate vision includes the following sentences: “Moraalinen kompassi ohjaa kaikkea, mitä teemme. Se varmistaa oikeudenmukaisuuden, kaikkien sidosryhmien kunnioittamisen ja täydellisen läpinäkyvyyden.” These two Finnish sentences are combined into one sentence in the English text.

Complying with laws and regulations on both local and international level is heavily emphasized throughout both the English and Finnish corporate visions: “We comply with laws and ethical standards,” and “Noudatamme lakeja ja eettisiä standardeja.” The English text mentions a strict global code of conduct: “Samsung is committed to complying with local laws

and regulations as well as applying a strict global code of conduct to all employees,” but the Finnish translation refers to more of an exact or a precise global code of conduct: “Samsung on sitoutunut noudattamaan paikallisia lakeja ja asetuksia sekä soveltamaan tarkkoja globaaleja liiketoimintaohjeita kaikkiin työntekijöihinsä.”

The ethical principles of the company ensure that all its activities are performed in compliance with the law: “The principles serve as the foundation for its global code of conduct in compliance with legal and ethical standards and the fulfillment of its corporate social responsibilities.” This rather complicated sentence is translated into Finnish in a manner that slightly changes the message of the sentence: “Periaatteet muodostavat perustan sen globaaleille liiketoimintaohjeille, jotka ovat juridisten ja eettisten standardien mukaiset ja joiden tarkoituksena on varmistaa yhteiskuntavastuiden täyttäminen.” The Finnish sentence implies that the global code of conduct abides by legal and ethical standards and that the objective of this code of conduct is to guarantee the fulfillment of the corporate social responsibilities of the company.

The corporate vision depicts transparency in corporate management and in all the other operations of the company as a topic that is of utmost importance. The corporate vision addresses transparency by stating: “As prescribed by law, we are transparent with company information and the main aspects of management, such as financial changes in the company.” The Finnish corporate vision notes in a similar manner: “Laissa määrätyn mukaisesti olemme läpinäkyviä yritystiedoissamme ja tärkeimmissä hallinnointiin liittyvissä seikoissa, kuten yrityksen taloudessa tapahtuvissa muutoksissa.” In addition, the corporate vision emphasizes complying with ethical principles and values: “Operating in an ethical way is the foundation of our business,” or in Finnish: “Eettinen toimintatapa on yrityksemme perusta.”

Conducting all operation in an ethical manner is depicted as a method the company considers essential in all of its activities: “It believes that ethical management is not only a tool for responding to the rapid changes in the global business environment, but also a vehicle for building trust with its various stakeholders including customers, shareholders, employees, business partners and local communities.” The importance of ethical operation is also emphasized in the Finnish text: “Se uskoo, että eettinen johtaminen ei ole ainoastaan tapa reagoida nopeisiin muutoksiin globaalissa liiketoimintaympäristössä, vaan myös keino rakentaa luottamusta eri sidosryhmien kanssa, joita ovat mm. asiakkaat, osakkeenomistajat, työntekijät, liikekumppanit ja paikallisyhteisöt.”

In addition, the company emphasizes maintaining superior and safe work conditions for the employees in both the English and the Finnish texts. The corporate vision demonstrates how the company cares for its employees: “We create a healthy atmosphere,” and “Luomme terveen ilmapiirin.” The company assures its employees and other parties concerned that all the basic requirements of appropriate working conditions are met and surpassed: “We obey safety regulations, create a comfortable work environment and prevent negligent accidents.” The translation is rather faithful to the original sentence: “Noudatamme turvallisuusmääräyksiä, luomme miellyttävän työympäristön ja estämme laiminlyönneistä johtuvat onnettomuudet.”

However, the Finnish research material includes slightly more references to the good working conditions that the company states it provides than the English research material. The working conditions include not only the physical space but also refer to the general atmosphere at work: “Emme salli mitään sellaista käytöstä, joka voisi haitata työtovereiden terveitä suhteita.” The corporate vision continues: “Emme hyväksy esimerkiksi seksuaalista ahdistelua, rahansiirtoja tai väkivaltaa.”

Equal, respectful, and law-abiding treatment of all employees is depicted to be at the core of the principles of Samsung Electronics: “Forced labor, wage exploitation and child slavery are not allowed under any circumstances.” Although the Finnish corporate vision repeats this message, the expression ‘child slavery’ is changed to ‘child labor’ and thus covers all types of child employment: “Pakko- ja lapsityötä ja palkkariistoa ei sallita missään tapauksessa.” There appears to be a difference in the attitude towards child employment in the two sentences. One of the sentences only forbids slavery, whereas the other bans all types of child employment.

The corporate vision additionally suggests that the company believes that the topics of environmental protection and climate change are very important and relevant on the globalized consumer electronics markets. Therefore, many references are made to the safety of the environment. Samsung appears to consider environmental issues to be of utmost importance in the planning and conducting of its operations: “Noudatamme kansainvälisiä ympäristönsuojelua koskevia standardeja, lakeja, alemmanasteisia säädöksiä ja sisäisiä sääntöjä.” This is stated similarly in the English-language corporate vision: “We comply with international standards concerning environmental protection, related acts and subordinate statute and internal regulations.”

Environmental protection is highlighted throughout the different activities of the company: “We make constant efforts for environmental protection in all business activities such as development, manufacturing, sales, etc.,” and “Pyrimme jatkuvasti suojelemaan ympäristöä kaikissa liiketoimissamme, kuten kehityksessä, tuotannossa, myynnissä jne.” Recycling is also mentioned in the corporate vision and the company promises to use resources efficiently.

Furthermore, Samsung Electronics refers to itself as a good and responsible corporate citizen: “We are a socially responsible corporate citizen,” and “Olemme yhteiskunnallisesti vastuullinen yrityskansalainen.” The corporate vision portrays the company as a safe, responsible corporate citizen and a member of the local communities that fulfills its duties of contributing to the economic and social development of these communities: “We make an effort to raise faith in the company's responsibility and obligation as a member of the regional community.”

In the Finnish-language corporate vision, this responsibility of contributing to the development of local communities as a member of the communities is formulated in a slightly different manner. The company does not attempt to ensure the communities that it is a member of the regional community but instead expresses wishes that the community would have faith in the responsibility and duties the company adopts: “Pyrimme kasvattamaan luottamusta yrityksen vastuuta ja velvollisuuksia kohtaan paikallisyhteisön sisällä.”

Political neutrality and political independence are topics that are repeated throughout the English and the Finnish research material. For instance: “We do not intervene in politics and maintain neutrality,” and in Finnish, “Emme osallistu politiikkaan ja olemme puolueettomia.” The company wishes to state clearly its neutrality toward all political actions and parties, and it attempts to refrain from any connections to any political parties or figures and professes it clearly: “We do not use the company’s funds, manpower, facilities, etc. for political purposes,” and “Emme käytä yrityksen varoja, työvoimaa, tiloja jne. poliittisiin tarkoituksiin.”

Lastly, the corporate vision reminds the reader that Samsung does not retain any responsibility in the case of a conflict between the company and private persons. The company states clearly its attention to protect itself in these situations: “In the case of a conflict between the company and a person, we give priority to the company's legal interests.” The Finnish text states similarly: “Mikäli yrityksen ja yksittäisen henkilön välillä ilmenee ristiriitaa, asetamme etusijalle yrityksen oikeudelliset edut.” In addition, the company is clear about the differentiation between official and authorized actions and statements on behalf of the whole company and

individual, private actions, opinions, or statements of corporate employees: “We strictly keep one's private and public life separate from all business activities.” The Finnish translation emphasizes that this rule applies to all employees: “Pidämme jokaisen yksityisen ja julkisen elämän tiukasti erillään kaikista liiketoimista.”

6.2.2 Nurturance

The second-largest sub-category of cultural values in both research materials is the sub-category of *nurturance*. Both the English and the Finnish texts include 15 instances relating to nurturance. Although the sub-category of nurturance is the second-largest sub-category of cultural values, it is considerably smaller than the sub-category of safety and only comprises 7.3% of all the English-language instances. In the Finnish research material, expressions of nurturance form 7.2% of all the instances.

The instances of nurturance largely focus on the suggested good care, consideration, and attention the corporation directs towards its different stakeholders. “We respect customers, shareholders and employees.” Attention is also focused on the manner in which the company treats everyone equally and with respect.

Therefore, many of the instances in this sub-category could also be considered to belong to the largest sub-category of cultural values, safety, where great attention was also focused on the lawful and fair treatment of the employees. For example, the following sentence could be included in both sub-categories: “Everything we do is guided by a moral compass that ensures fairness, respect for all stakeholders and complete transparency.” In the Finnish text, this sentence is divided into two separate sentences: “Moraalinen kompassi ohjaa kaikkea, mitä teemme. Se varmistaa oikeudenmukaisuuden, kaikkien sidosryhmien kunnioittamisen ja täydellisen läpinäkyvyyden.”

The company promises equal treatment for its employees: “We provide equal opportunities to all employees and treat them fairly according to their abilities and performance,” and “Tarjoamme yhtäläiset mahdollisuudet kaikille työntekijöille ja kohtelemme heitä oikeudenmukaisesti heidän ammattitaitonsa ja suoriutumisansa mukaisesti.” It is also clarified that the company does not accept any illegal or unjust practices in its employment and compensation policies. As mentioned earlier, the English corporate vision states: “Forced labour, wage exploitation and child slavery are not allowed under any circumstances.” The

Finnish text emphasizes that all types of forced labor and child labor, not only child slavery, are forbidden: “Pakko- ja lapsityötä ja palkkariistoa ei sallita missään tapauksessa.”

In addition, the corporate vision includes references suggesting the equal treatment of all its other different stakeholders: “We do not discriminate against nationality, race, gender, religion, etc. and treat all stakeholders and parties like customers or employees.” The Finnish text expresses similarly: “Emme syrji kansallisuuden, rodun, sukupuolen, uskonnon tmv. perustella ja kohtelemme kaikkia sidosryhmiä ja osapuolia kuten asiakkaita ja työntekijöitä.” The equal treatment of all people is also implied in the following: “We respect the basic human rights of all people.” The Finnish corporate vision repeats the message of consideration towards everyone: “Kunnioitamme kaikkien perusihmisoikeuksia.”

6.2.3 Modernity

The third-largest sub-category of cultural values in size in both the English and the Finnish texts is the sub-category of *modernity*. Both texts include 10 instances representing the cultural value of modernity. This sub-category focuses on the modern innovations, ideas, and inventions of Samsung Electronics. Creativity and innovation are themes that receive numerous references in the research material of the study. For example, the full title of the corporate vision expresses: “Inspire the World, Create the Future” and “Inspiroi maailmaa, luo tulevaisuutta.”

The company underlines how it has at all times been a leader in thinking about the future: ”As we have done since our foundation, we set our sights on the future, anticipating market needs and demands so we can steer our company toward long-term success,” and in the same manner in the Finnish text: “Jo perustamisesta lähtien olemme kohdistaneet katseemme tulevaisuuteen, ennakoiden markkinoiden tarpeita ja kysyntää voidaksemme luotsata yritystämme pitkän aikavälin menestykseen.” The corporate vision even notes that Samsung is passionate about innovation and developing new technological advancements: “We have delivered world best products and services through passion for innovation and optimal operation.” The Finnish text agrees and similarly states: “Olemme tuottaneet maailman parhaita tuotteita ja palveluja intohimolla, jota tunnemme innovointia ja optimaalista toimintaa kohtaan.”

The passion for innovation and development of new cutting-edge technologies has been reformed into factors that affect social improvement of different communities: “Inspire the world with our innovative technologies, products and design that enrich people's lives and contribute to social prosperity by creating a new future,” or “Inspiroi maailmaa innovatiivisilla

teknologioillamme, tuotteillamme ja suunnittelullamme, jotka rikastavat elämää ja edistävät yhteiskunnallista hyvinvointia luomalla uutta tulevaisuutta.”

Furthermore, the corporate vision paints a picture of how the whole company will continue as the forerunner of developing innovative technologies: “We look forward to exploring new business areas such as healthcare and automotive electronics, and [sic] continue our journey through history of innovation.” The Finnish text expresses more enthusiasm: “Odotamme innolla uusia aluevaltauksia, esimerkiksi terveydenhuollossa ja autoelektroniikassa, jotta matkamme innovaatiohistorian läpi jatkuisi.”

In addition to social improvement, the corporate vision suggests that new and innovative technologies can be employed for the benefit of sustainable development. “We take the lead in effective use of resources, like resource recycling.” Whereas the English sentence implies being the best in the effective use of resources, the Finnish text focuses on the company being the first one to demonstrate how effective use of resources is achieved. The translation mentions: “Kuljemme tiennäyttäjinä luonnonvarojen tehokkaassa käytössä, kuten kierrätyksessä.”

6.2.4 Collectivism, Competition, Courtesy, and Wisdom

Other popular cultural values represented in the research material of the study are collectivism, competition, courtesy, and wisdom. *Collectivism* forms 4.4% of all the English-language instances, and 4.3% of all the instances in the Finnish text. It implies the unity of the whole company and all its stakeholders as well as the respect the company has for its employees: “Quite simply, a company is its people.” The Finnish text expresses this same idea in a more concise manner: “Yritys on yhtä kuin työntekijänsä.” Phrases such as “partnership” and “great people” are expressed. The corporate vision states a common belief it suggests all its employees share: “What we believe.” The Finnish corporate vision also builds a feeling of unity among the people working for the company: “Kumppanuus,” “Lupauksemme,” “Mahtavat työntekijät,” and “Mihin uskomme.”

The English research material highlights the cultural value of *competition* slightly more than the Finnish research material. There are nine instances relating to the cultural value of competition in the English research material. However, there are only seven instances related to competition in the Finnish text.

The instances of competition mention how the company, and its products and services, are “number one” or “world’s best”. The corporate vision and its translation use phrases such as

“world-leading” and “mailman paras”. The company, therefore, considers itself a leading company in the world. The subtitle of the section describing the philosophy behind the corporate vision introduces the philosophy: “Our promise to perform responsibly as a leading global company.” However, the Finnish translation goes further and gives a promise: “Lupaamme toimia vastuullisesti johtavana, maailmanlaajuisena yrityksenä.”

The corporate vision declares that the company has delivered the best products and services in the world. It also implies that the consumers can benefit from the superior services and products of the company: “Create the products and services that give customers the best satisfaction.” The Finnish statement is similar but slightly hedges this declaration: “Luoda sellaisia tuotteita ja palveluja, joihin asiakkaat voivat olla kaikkein tyytyväisimpiä.”

According to the English and the Finnish corporate visions, the objective of the corporation is to: “Create the Best Products and Services,” and “Luoda parhaat tuotteet ja palvelut.” The corporate vision also expresses another objective: “Retain the 1st position in the world in the same line of business.” The Finnish translation is more concise and informal but no less ambitious: “Pysyä maailman ykkösenä alalla.”

There are eight instances of the cultural value of *courtesy* in the English research material. However, the Finnish research material includes one instance more than the English material. These instances of courtesy relate to the manner in which Samsung addresses its different stakeholders politely and considerately throughout the corporate vision.

The corporation refers to its stakeholders as “great people”. It also states clearly: “We respect customers, shareholders and employees.” The Finnish text is translated similarly: “Kunnioitamme asiakkaita, sidosryhmiä ja työntekijöitä.” According to the corporate vision, being polite towards different stakeholder groups is essential in the operation of the company: “We have a sincere and friendly relationship with our customers and accept suggestions and complaints with modesty.” The Finnish text mentions: “Suhtaudumme asiakkaisiin vilpittömästi ja ystävällisesti ja otamme ehdotukset ja valitukset nöyrästi vastaan.” This expression of accepting suggestions and complaints ‘humbly’, *nöyrästi*, does not appear to be idiomatic Finnish. Instead, it appears to be an influence of the original corporate vision and sounds, therefore, unnatural to the Finnish audiences. Moreover, the English reference of ‘accepting suggestions and complaints with modesty’ also does not sound like fully idiomatic English and may be a result of the influence of the original corporate vision.

The company also appears to demonstrate its appreciation toward its stakeholders. “Moreover, we respect the shareholders' rights, reasonable demands and ideas.” The Finnish text is rather similar in its statement: “Lisäksi kunnioitamme sidosryhmien oikeuksia ja kohtuullisia vaatimuksia ja ideoita.” A rather curious sentence in the English corporate vision discussing the good relationships the company has with its different stakeholder groups states: “We establish relationships between business partners and coexistence and coprosperity.” However, the Finnish translator seems to have understood the intended meaning of this sentence: “Muodostamme hyvät suhteet liikekumppaneihin, elämme sovussa ja edistämme yhteistä hyvinvointia.” The Finnish translation also emphasizes the good nature of the relationship more than the English text.

The cultural value of *wisdom* includes nine instances in both the English and the Finnish research material. This sub-category clarifies how highly the corporation values knowledge, intellectual property, innovation, and creativity. “We respect the intellectual property of others and are not involved in any acts of infringement like unauthorised use, reproduction, distribution, changes, etc.” The Finnish translation remains faithful to the source text and even repeats its rather informal sentence structure: “Kunnioitamme muiden immateriaalioikeuksia emmekä osallistu mihinkään, mikä rikkoisi niitä, kuten valtuuttamattomaan käyttöön, jäljentämiseen, levitykseen, muunteluun jne.”

The English corporate vision adds peculiarly: “Also, we respect and honour and information.” Again, the Finnish translation corrects the message: “Kunnioitamme myös tietoa.” In addition, the company encourages its employees to attain more knowledge and to develop themselves intellectually: “We recommend continuous self-development of employees and support the improvements required to carry out duties,” and ”Kehotamme työntekijöitä jatkuvaan itsensä kehittämiseen ja tuemme edistysaskeleita, joita tarvitaan työtehtävien suorittamiseen.”

6.2.5 Nature, Technology, Effectiveness, Individualism, and Quality

In addition, there are some references made to the cultural values of nature, technology, effectiveness, individualism, and quality. However, these are not mentioned as repeatedly as the other cultural values discussed above. Among these cultural values, nature is the cultural value mentioned most frequently in the research material.

The cultural value of *nature* is represented in five instances in both the English and the Finnish corporate vision. The instances in this sub-category describe the attitudes of the company

toward nature and its conservation. The corporate vision declares: “We care for the environment, safety and health.” The English sentence suggests that the company takes care of the environment, safety, and health. However, the Finnish text informs that the company only cares about these things but does not imply the company is taking any actions towards the protection of these factors: “Välitämme ympäristöstä, turvallisuudesta ja terveydestä.”

The idea of environmental protection and conservation is also present in the representation of managerial level actions in the corporate vision: “We pursue eco-friendly management.” The Finnish translation does not express any major differences compared to the English source text: “Pyrimme ekologiseen johtamiseen.” Recycling is also mentioned, as described previously in the paragraphs focusing on the cultural value of safety: “We take the lead in effective use of resources, like resource recycling.”

The Finnish corporate vision mentions the cultural value of *technology* once more than the English corporate vision. There are six instances belonging to the sub-category of technology in the Finnish research material and five in the English research material. The respect and attention directed toward new technologies and technological advancements are highlighted in this sub-category.

Developing technical advancements and new innovative products is depicted to be at the core of the corporate vision: “The Vision 2020 is at the core of our commitment to create a better world full of richer digital experiences, through innovative technology and products.” The Finnish translation shows some cultural influence from the English source text and does not appear to be fully idiomatic Finnish: “Visio 2020 muodostaa ytimen sitoumuksellemme luoda parempi maailma, joka on täynnä runsaampia digitaalisia kokemuksia.”

On many occasions, technology allows the products and services of Samsung Electronics to be superior to those of its competitors: “Samsung follows a simple business philosophy: to devote its talent and technology to creating superior products and services that contribute to a better global society.” The Finnish translation hedges this bold declaration and describes the products and services as being of ‘first class’: “Samsung noudattaa yksinkertaista liiketoimintafilosofiaa: se valjastaa ammattitaidon ja teknologian luodakseen ensiluokkaisia tuotteita ja palveluja, jotka edesauttavat kohti parempaa globaalia yhteiskuntaa.”

The cultural value of *effectiveness* is represented four times in both corporate visions of Samsung Electronics and forms 1.9% of all the instances of both the English and the Finnish

research material. Effectiveness refers to the effective products and services of the corporation. In addition, it describes how well the products and services of the company answer to the needs of the consumers.

The products and services of Samsung Electronics are portrayed as the best on the market and the operation of the corporation as optimal: “We have delivered world best [sic] products and services through passion for innovation and optimal operation.” The Finnish text states similarly: “Olemme tuottaneet maailman parhaita tuotteita ja palveluja intohimolla, jota tunnemme innovointia ja optimaalista toimintaa kohtaan.” The corporate vision suggests that by purchasing the products and services of Samsung Electronics, consumers are able to satisfy their purchasing needs appropriately: “We provide products and services that meet the needs and expectations of customers,” and “Tarjoamme tuotteita ja palveluja, jotka täyttävät asiakkaiden tarpeet ja odotukset.”

Different stakeholder groups also receive useful benefits from their transactions with the corporation: “We provide long-term benefits to shareholders through reasonable investments and improvement of operational efficiency.” However, the Finnish translation refers to all stakeholders, which may be a translation error: ”Tarjoamme sidosryhmille pitkän aikavälin etuja investoimalla järkevästi ja lisäämällä toiminnan tehokkuutta.”

In addition, the cultural value of *individualism* is mentioned four times in both texts. These instances mainly describe how the employees of the company are able to educate and improve themselves intellectually while working for the corporation. For example, the corporate vision states: “We recommend continuous self-development of employees and support the improvements required to carry out duties,” and in a similar manner in Finnish: “Kehotamme työntekijöitä jatkuvaan itsensä kehittämiseen ja tuemme edistysaskeleita, joita tarvitaan työtehtävien suorittamiseen.” Furthermore, the English corporate vision states, albeit rather clumsily: “In addition, we make a work environment that can work autonomously and creatively.” Once again, the Finnish translation catches the true intention of the sentence: “Lisäksi luomme ympäristön, jossa on mahdollista työskennellä itsenäisesti ja luovasti.”

Surprisingly, the cultural value of *quality* is not as highly emphasized as one could presume. It only receives three instances in the English research material and two in the Finnish research material. The instances expressing quality in the category of cultural values refer to the

excellent quality of the products and services of the corporation as well as to the benefits received from the transactions with the corporation.

The implied quality of the products and services of the company is described in the following sentence that has also been mentioned previously: “The Vision 2020 is at the core of our commitment to create a better world full of richer digital experiences, through innovative technology and products.” In addition, the company suggests that it is passionate about excellence: “Everything we do at Samsung is driven by an unyielding passion for excellence and an unfaltering commitment to develop the best products and services on the market.” The products and services of the corporation also have the ability to improve people’s daily lives: “Inspiroi maailmaa innovatiivisilla teknologioillamme, tuotteillamme ja suunnittelullamme, jotka rikastavat elämää ja edistävät yhteiskunnallista hyvinvointia luomalla uutta tulevaisuutta.”

6.2.6 Adventure, Enjoyment, Health, Tradition, and Leisure

The cultural values of adventure, enjoyment, health, tradition, and leisure are the cultural values that were mentioned the least throughout the English and Finnish corporate visions of Samsung Electronics. They only receive a maximum of two different instances each in both of the research materials. The cultural value of leisure forms the smallest sub-category of cultural values with only one instance in both texts.

The cultural value of *adventure* introduces the ideas of going on an adventure to the corporate vision of Samsung Electronics. The different stakeholders of the corporation, or simply the readers of the corporate vision, are encouraged to discover some of the principles of the corporation, as if they were hidden treasures: “Discover the principles behind our Vision of the future.” Challenges and new opportunities are welcomed happily: “Samsung Electronics will welcome new challenges and opportunities with joy.” The Finnish translation is slightly different and expresses that the company will gladly, rather than with joy, welcome challenges and opportunities: “Samsung Electronics ottaa mielellään vastaan uudet haasteet ja mahdollisuudet.” In my opinion, this describes the cultural differences between the two cultures of the corporate visions well: It seems more natural for the Finnish text to mention welcoming challenges in a slightly more subdued manner than with the expression of a strong emotion such as that of joy.

The instances from the sub-category of *enjoyment* emphasize the perceived consumer satisfaction. Both the English and the Finnish instances discovered refer to this suggested

satisfaction. The corporate vision portrays providing consumer satisfaction as one of the objectives of the whole company: “Create the products and services that give customers the best satisfaction,” and “Luoda sellaisia tuotteita ja palveluja, joihin asiakkaat voivat olla kaikkein tyytyväisimpiä.” Customer satisfaction is depicted as essential in the operations of the corporation: “We make customer satisfaction our top priority,” or as it is in Finnish: “Ensisijaisena tavoitteenamme on asiakastyytyväisyys.”

The cultural value of *health* does not receive very diverse or detailed representation in the research material of the study. It is merely mentioned twice as an important topic for the corporation in both the English and the Finnish corporate visions. The corporate vision states: “We care for the environment, safety and health.” The Finnish corporate vision agrees: “Välitämme ympäristöstä, turvallisuudesta ja terveydestä.” The English corporate vision indicates that the company emphasizes the well-being of its stakeholders: “We put emphasis on people's safety and health.” The Finnish text omits the reference to whose health it is that they care for and notes: “Painotamme turvallisuutta ja terveyttä.”

Those instances discovered during this study that refer to the cultural value of *tradition* highlight how Samsung has always considered innovation and developing new technological advancements an important matter and how it has perceived progressive thinking valuable since its foundation. The company has always been focusing its attention on the future markets: “As we have done since our foundation, we set our sights on the future, anticipating market needs and demands so we can steer our company toward long-term success.” The translation of this sentence retains the main message well but slightly changes the composition of the sentence: “Jo perustamisesta lähtien olemme kohdistaneet katseemme tulevaisuuteen, ennakoiden markkinoiden tarpeita ja kysyntää voidaksemme luotsata yritystämme pitkän aikavälin menestykseen.” This sub-category of cultural values describes the orientation of corporate visions to focus on the future very well.

The company also attempts to continue its long history of investing in innovation: “We look forward to exploring new business areas such as healthcare and automotive electronics, and [sic] continue our journey through history of innovation.” The translation is slightly more enthusiastic: “Odotamme innolla uusia aluevaltauksia, esimerkiksi terveydenhuollossa ja autoelektroniikassa, jotta matkamme innovaatiohistorian läpi jatkuisi.”

The cultural value of *leisure* only includes one instance in both the English and the Finnish corporate visions of Samsung Electronics. Therefore, it forms the smallest sub-category of the category of cultural values in this study. The only instance representing leisure in both research materials suggests that Samsung Electronics contributes to the comfortable and easy life of its customers. The corporate vision states one of its objectives: “Contribute for common interests and a rich life.” The Finnish translation repeats the same objective: “Ajaa yhteistä etua ja edistää antoisaa elämää.”

6.3 Creative Strategies

Okazaki and Alonso Rivas (2002, 382) define creative strategies as those executional strategies through which the advertising or marketing messages of a specific marketing or advertising medium are identified in more detail to achieve a more attractive presentation. These strategies may include strategies such as symbolic association, emotional appeals, or brand familiarization (Okazaki & Alonso Rivas 2002, 384). Raittinen (2017, 28) mentions that all the creative strategies aim to appeal to the target groups in a manner that results in a positive action.

Creative strategies form the smallest category of communication strategies in the research material of this study. Both the English and the Finnish research material only include one sub-category of creative strategies. This sub-category is represented by eight instances in both texts. This forms 3.9% of all the English instances and 3.8% of all the instances in the Finnish text. All the instances demonstrating creative strategies of the research material belong to the sub-category of *brand familiarization*.

The instances that are gathered under the sub-category of brand familiarization describe the manner in which the company attempts to make its brand more familiar and noticeable to the different stakeholder groups (Raittinen 2017, 44). Raittinen states (2017, 44) that these expressions recount the brand identity of the corporation. Therefore, these instances are very important when considering the brand image and reputation of the corporation, despite the small size of the sub-category. Furthermore, this sub-category describes the attempt of corporate visions to market the company in a positive light well.

The focus of the brand familiarization in the English corporate vision and its Finnish translation is largely on the same themes that were predominant in the different communication strategies of information content and cultural values described previously. Especially, the similar themes common with the category of cultural values are repeated. The English and the Finnish

corporate visions of Samsung Electronics both describe the company as a beloved, innovative, and admired company and brand.

The objective of the whole corporate vision and the courses of action the company takes is to “become a beloved brand, an innovative company, and an admired company.” Instead, the Finnish translation suggests that the objective of the corporate vision is for Samsung to become a beloved brand, to be innovative, and to be an admired company: “Vision tavoitteena on tulla rakastetuksi tuotemerkiksi, innovatiiviseksi ja ihailuksi yritykseksi.”

According to the corporate vision, the company is trustworthy and operates in accordance to its values: “Samsung believes that living by strong values is the key to good business. That's why these core values, along with a rigorous code of conduct, are at the heart of every decision the company makes.” The Finnish translation emphasizes the shared values and talks about “us”: “Samsung uskoo, että vahvojen arvojen mukaan eläminen on avain hyvään liiketoimintaan. Tästä syystä nämä ydinarvomme yhdessä tinkimättömien liiketoimintaohjeiden kanssa ovat jokaisen tekemämme päätöksen ytimessä.” The titles of the passages discussing the objectives of the corporate vision repeat the ideals with which the company wants its brand to be associated: “Beloved Brand” and “Rakastettu tuotemerkki.” In addition, phrases such as “Innovative Company” and “Innovatiivinen yritys” are used.

7 Discussion

In the first chapter of this Master's thesis study, I stated the objective for this study. I described how I intended to study the three different types of communication strategies of the English-language corporate vision of Samsung Electronics and its Finnish translation. I also wished to discover whether these two texts differed in their communication strategies. Furthermore, I believed these findings could suggest the how Samsung Electronics perceives its current markets and its markets in the future and how it considers it should present itself in them based on these communication strategies.

In addition, I stated my hypothesis for this study. In my hypothesis, I mentioned how I anticipated that the cultural values of competitiveness and modernity would be the most employed values in the English corporate vision of Samsung Electronics and its Finnish translation. I also expressed my presumption that the analysis would reveal that the company pictures its future markets as ones appreciating new technologies and eco-friendliness. Thus, I concluded, the results of the analysis of the research material would suggest that the company attempts to market itself as an innovative and eco-friendly company.

This chapter will present the main conclusions of the analysis. I will also describe some of the differences resulting from the influence of culture and the translation process of the corporate vision. After that, I will continue to discuss the challenges of the categorization of the instances discovered in the research material. Lastly, I will conclude the chapter by discussing the how the company appears to perceive its current markets and its markets in the future as well as the methods in which it attempts to build its corporate brand.

7.1 The Most Common Communication Strategies

Overall, the most common category of communication strategies used in both the English corporate vision and the Finnish translation was the category of cultural values. It comprised 65.7% of all the instances of the English corporate vision. In the Finnish research material, it comprised 66.3% of all the instances. The Finnish research material included 138 instances of cultural values, whereas the English research material included 135 instances from the same category.

The second-largest category of communication strategies discovered from the research material, information content, was significantly rarer than the category of cultural values. This category

included 30.6% of all the English instances discovered. This was 30.2% of all the Finnish instances.

The smallest category of communication strategies, creative strategies, comprised 3.9% of the English-language instances and 3.8% of the Finnish-language instances. In general, the differences in the sizes of the three categories were significant. The reason for these differences in size as well as the especially small size of creative strategies may be the preference of the company to employ specific communication strategies, in this question cultural values, in the composition of its corporate vision.

The most extensively used sub-categories of communication strategies of the English and the Finnish research material included the sub-category of performance from the category of information content as well as the cultural values of safety, nurturance, and modernity. The discovered popularity of the sub-category of performance seems to be in accordance with the results of Okazaki and Alonso Rivas' (2002, 384) study: Performance was the most extensively used cue in their study of the communication strategies of Japanese multinational corporations' web pages. Similarly, performance was the most widely-used sub-category of information content in Raittinen's (2017, ix) Master's thesis study.

In addition, the cultural values of collectivism, competition, wisdom, and courtesy were employed regularly. The sub-categories of new ideas, technology, nature, effectiveness, and individualism received a maximum of five instances in both of the research materials. The cultural values of adventure, enjoyment, health, quality, and tradition were only mentioned in a few separate instances in both versions.

These results were different compared to Okazaki and Alonso Rivas' findings. In their (2002, 386) research, the cultural values of technology, effectiveness, and quality received the most instances in the web pages intended for the American audiences. Both in this study and in Raittinen's study (2017, ix), the most popular creative strategy was brand familiarization.

The least-used sub-category of this study was that of the cultural value leisure. It only had one instance in both research materials of this study. There were no sentences that belonged to none of the categories and sub-categories. The results of the analysis disproved the initial hypothesis that the cultural values of competitiveness and modernity would be the most common cultural values of the research material. However, these two values were mentioned rather often.

7.2 The Similarities and Differences of the Two Texts

The analysis of the research material revealed that there is no significant difference between the English and the Finnish corporate visions of Samsung Electronics in relation to the three categories of communication strategies represented in them. Therefore, these corporate visions do not appear to differ from each other greatly in relation to the communication strategies. There is only slight variation between the number of instances in each category and sub-category between the English and the Finnish research materials. Similarly, the findings of Raittinen's (2017, 50, 53) study revealed that there were more similarities in the instances of the communication strategies in the product descriptions intended for the Finnish and the North American audiences than there were differences.

For example, there were 206 instances discovered in the English research material. However, there were 209 instances in the Finnish material. Furthermore, the Finnish corporate vision included 50 instances of the cultural value of safety, whereas the English corporate vision had 45 instances representing the same sub-category. The English corporate vision referenced the cultural value of adventure twice, but the Finnish corporate vision only mentioned it once. However, these differences are fairly minor and only consist of a few instances.

Therefore, the corporate vision appears to indicate that Samsung Electronics perceives its United States and Finnish consumer electronics markets to be rather similar. The company attempts to employ similar communication strategies for both markets through its use of the three different categories of communication strategies. The analysis reveals that similar communication strategies are preferred in both corporate visions. In addition, most of the instances found were alike in both research materials. Furthermore, the number of the instances in each category and sub-category appears to resemble each other.

However, this similarity can in part be considered to be a result of the nature and the purpose of a corporate vision. Corporate visions are intended for both the vocalization of the broad operational directions and aspirations of the company and the positive marketing of the company. Corporate visions state the objectives for the future of the whole company. Therefore, it is only natural that these texts would resemble each other even when intended for different audiences in different regional and cultural areas.

In addition, Usunier and Lee (2005, 229) note that large multinational corporations often opt for standardization in their marketing programs and methods. This could also explain the

discovered similarity of the two corporate visions. Furthermore, if the Finnish text is only considered a translation of the English-language corporate vision and not an individual corporate vision compiled for the Finnish markets, and therefore does not retain any special characteristics or qualities, the perceived similarity of the research findings in these two research materials becomes even more understandable.

The results of the analysis reveal that cultural values were emphasized most frequently out of all the communication strategies in both research materials. Therefore, it can be argued that the company perceives both of its regional markets in question, the markets in the United States and in Finland, to appreciate and respond the most positively to cultural values as a communication strategy. Instead of, for example, using creative and persuasive creative strategies, such as emotional appeals or obligation, incorporating prominent cultural values in the communication of the future aspirations, values, characteristics, and principles of the company is considered more effective. Different stakeholders, such as shareholders, employees, and consumers, are perceived to respond most positively to a corporate vision that highlights familiar and desirable cultural values.

The information content relating to performance formed the largest sub-category of the research: There were 56 instances relating to performance in both the English and the Finnish research material of the study. This large number may be an indication that the company believes its different stakeholders to value detailed and specific information about the operations of international corporations and to employ this information in order to form informed purchasing or investment decisions. Accordingly, Candemir and Zalluhoğlu (2013, 626) state that consumers seek information about the products and services they use and the companies that provide them.

Candemir and Zalluhoğlu (2013, 626) further note that this information often affects the purchasing decisions by consumers. Samsung Electronics has clearly recognized this desire for detailed information and responds to it accordingly. It describes the operational principles and values of the whole company in detail in its corporate vision.

The cultural value of safety was the second-most popular sub-category of communication strategies in the research with 45 instances in the English and 50 instances in the Finnish research material. It appears that the company believes the target groups of the corporate vision and its translation to appreciate the value of safety in both the United States and the Finnish

consumer electronics markets. In addition, the analysis suggests that the company wishes that these stakeholders in both markets would associate the cultural value of safety with the corporate brand of Samsung Electronics.

The cultural value of safety is emphasized slightly more in the Finnish version than in the English corporate vision. This suggests that the company believes its Finnish markets and stakeholders to place even higher importance to the value of safety than the United States markets do. Therefore, it appoints more references to safety and is more specific about it in the Finnish corporate vision. Furthermore, trust and respect were mentioned slightly more in the Finnish text than in the English one. However, the number of the instances of the cultural value of safety in the Finnish research material is not substantially higher compared to the English research material.

According to the research material findings, the company believes that the cultural values of nurturance and modernity are equally appreciated in both consumer electronics markets. Hence, there are many references to nurturance and modernity in the corporate vision and its translation. In addition, the company wishes that in the target regional markets of the corporate vision, the corporate brand would be associated with being modern and forward-thinking and taking good care of all of its stakeholders. The popularity of the sub-category of modernity reflects the future-oriented nature of corporate visions well: corporate visions aim to define the future aspirations of companies and to guide them to achieve these future goals.

Furthermore, the analysis of the research material suggests that the cultural values of collectivism, competition, courtesy, and wisdom are essential values in the brand identification of the company through its corporate vision. The analysis shows how the company attempts to build a picture of a united company that treats all its stakeholders equally and respectfully. Although, competition is slightly more emphasized in the corporate vision for the markets in the United States.

However, there were some differences in the two texts that indicated cultural differences between the two cultures and markets to which the texts were assigned. In addition, there were some differences between the two texts resulting from the translation process of the English corporate vision into Finnish. For instance, the English-language sentence expressing the types of exploitation that are forbidden in the company describes how the company does not tolerate child slavery: “Forced labour, wage exploitation and child slavery are not allowed under any

circumstances.” However, the Finnish translation emphasizes that all types of child labor, not only child slavery, are forbidden: “Pakko- ja lapsityötä ja palkkariistoa ei sallita missään tapauksessa.” These statements appear to differ greatly in the seriousness the two texts assign to the prohibition of all types of child labor: one only prohibits child slavery, whereas the other bans all types of child labor.

In addition, the analysis of the research material suggests that there is a slight difference in an instance concerning the level on which the company attempts to incorporate itself as a member of the local communities. The English corporate vision emphasizes that the company is a member of the community: “We make an effort to raise faith in the company's responsibility and obligation as a member of the regional community.” On the other hand, the Finnish corporate vision does not express that the company is a member of the community but states that the company strives to increase the trust the members of the local communities feel towards the company and its actions: “Pyrimme kasvattamaan luottamusta yrityksen vastuuta ja velvollisuuksia kohtaan paikallisyhteisön sisällä.”

Cultural differences can also be seen in the sentence about accepting suggestions and complaints with modesty: “We have a sincere and friendly relationship with our customers and accept suggestions and complaints with modesty.” This has been translated as: “Suhtaudumme asiakkaisiin vilpittömästi ja ystävällisesti ja otamme ehdotukset ja valitukset nöyrästi vastaan.” This expression of accepting suggestions and complaints *nöyrästi*, that is, ‘humbly’, does not seem to be idiomatic Finnish but instead a remnant of the original Korean corporate vision. Even the English sentence sounds rather odd and may suggest influence from the Korean corporate vision. In Finnish, it would generally be more natural for a company to state: “Thank you for your feedback and suggestions” or “we appreciate your suggestions and complaints.”

Furthermore, the Finnish corporate vision softens the ambitious expressions of the English text. “Superior products and services” of Samsung Electronics become “the products and services that are of first class”. The English text states: “Samsung follows a simple business philosophy: to devote its talent and technology to creating superior products and services that contribute to a better global society.” However, the Finnish text tones this statement slightly down: “Samsung noudattaa yksinkertaista liiketoimintafilosofiaa: se valjastaa ammattitaidon ja teknologian luodakseen ensiluokkaisia tuotteita ja palveluja, jotka edesauttavat kohti parempaa globaalia yhteiskuntaa.”

There are some instances where the decisions by the Finnish translator of the corporate vision have resulted in a change in the intended message. For example, when the English text discusses the importance of creativity, innovation, great people, and shared value with partners, the Finnish sentence mentions creativity, innovation, and shared values with partners and employees. This changes the meaning of the entire sentence.

There is also a rather challenging sentence stating: “The principles serve as the foundation for its global code of conduct in compliance with legal and ethical standards and the fulfillment of its corporate social responsibilities.” The corresponding sentence contains an entirely different meaning in the Finnish translation where the focus is on the principles and their purpose: “Periaatteet muodostavat perustan sen globaaleille liiketoimintaohjeille, jotka ovat juridisten ja eettisten standardien mukaiset ja joiden tarkoituksena on varmistaa yhteiskuntavastuiden täyttäminen.” Again, the translation process of the corporate vision has affected the perceived difference of the two texts.

Sometimes the Finnish translation even resembles a machine translation that was not revised appropriately. The English translation mentions: “With an aim to become one of the most ethical companies In [sic] the world, Samsung continues to train its employees and operate monitoring systems, while practicing fair and transparent corporate management.” The Finnish sentence appears to be a direct machine translation from this sentence and therefore the sentence structure does not seem like idiomatic Finnish: “Tavoitteenaan tulla erääksi maailman eettisimmistä yrityksistä Samsung kouluttaa työntekijöitään ja käyttää seurantajärjestelmiä ja se johtaa yritystään oikeudenmukaisesti ja läpinäkyvästi.”

In conclusion, the two corporate visions did not differ from one another greatly in relation to the information content, cultural values, or creative strategies used in them. However, there were some differences in the two texts that emphasized cultural differences. In addition, some of the differences between the two texts resulted from the translation process of the corporate vision into Finnish.

7.3 Challenges in Categorization

I based the analysis framework on the research framework that was initially compiled by Okazaki and Alonso Rivas (2002). In their study, they formed a categorization for the expressions depicting information content, cultural values, and creative strategies that can be perceived from the communication content of multinational corporations' web pages. These

three communication strategies were further divided into specific sub-categories. I chose the sub-categories from Okazaki and Rivas' framework that also appeared in my research material to use in the analysis framework of my study.

Even though the categorization of the instances into different categories and sub-categories was in general fairly simple, there were also moments when the categorization of specific instances into different sub-categories became rather ambiguous and challenging. On several occasions, I had to contemplate between the different sub-categories to which to include a specific instance.

For example, the sentence: "Everything we do is guided by a moral compass that ensures fairness, respect for all stakeholders and complete transparency," describes how the company guarantees equal and respectful treatment of all employees and transparency in its operations. Therefore, the sentence has characteristics of and could be included in both the sub-categories of nurturance and safety.

In addition, the sentence: "We take the lead in effective use of resources, like resource recycling," describes how the company is ahead of its competitors and takes the lead in the effective use of resources. Thus, the company could be seen as a pioneer, operating in a forward-thinking manner. However, the sentence also mentions recycling and using resources efficiently, which relates to the theme of nature. Should the sentence therefore, be included in the sub-category of modernity or the sub-category of nature?

Furthermore, the sentence: "Noudatamme lakeja ja eettisiä standardeja," discusses the manner in which the company operates but also mentions that the company abides by law and ethical standards. Should the sentence then be included in the sub-category of performance, describing the manner in which the company operates, or the sub-category of safety, referring to the methods in which the company guarantees safe and law-abiding operations?

Some of the instances discovered in the research material were rather simple to categorize in their respective categories and sub-categories. However, as stated above, there were also instances that were suitable for more than one specific sub-category. In addition, many of the different sub-categories resembled each other. For example, the categories of courtesy and nurturance were rather similar. Therefore, I faced quite many challenges in the categorization process and analysis of the instances of the English and the Finnish research material.

7.4 Current and Future Markets

The analysis of the corporate vision and its translation suggests that Samsung Electronics employs the corporate vision in its attempts to direct the brand familiarization process of the consumers. The research findings imply that the company strives to influence and assign the type of values and imagery with which it is associated in the minds of its specific target groups. The findings additionally suggest that the company wants to be regarded as a loved, admired, and innovative company and a brand. Furthermore, the results indicate that the company believes that these attributes will bring it more advantage in comparison to its competitors in the current and future consumer electronics markets.

According to the analysis of the research material, safety is a value that the company perceives both of its markets to appreciate. The analysis indicates that from the point of view of the company, the current and future markets in the United States and in Finland appreciate and prefer a company they can trust to be law-abiding and to operate in an ethical manner. The corporate vision also indicates that any type of discrimination against specific stakeholders is prohibited.

The analysis of the research material also shows that the company expects its stakeholders to consider environmental conservation as a matter that international corporations should take into account when forming their corporate visions, conducting their operations, and considering their value proposition. In addition, the analysis indicates that the company views the efficient use of resources and recycling as topics that guide consumer purchasing decision-making, and thus it believes these issues should be included in the corporate vision.

Accordingly, Bagdare (2018, 45) states that companies accentuating their sustainability receive higher credibility and corporate image among all stakeholder groups. The analysis of the research material suggests that the company considers its stakeholders to be of the opinion that large, multinational corporations have to consider contributing to the social changes and improvements in their local and global communities. In other words, the analysis of the corporate vision shows that the company strives to appear as a true corporate citizen for its current and near-future markets.

In addition, according to the analysis of the research material, the company perceives its current and future markets as ones that appreciate innovation. The corporate vision indicates that new technologies and inventions bring market share and increase brand value. It also suggests that

these new innovations make people's lives more comfortable. These factors prove the initial hypothesis that the company views its current and future markets as ones appreciating innovation and eco-friendliness and therefore will attempt to market itself according to these values.

Furthermore, the results of the analysis imply that the Finnish markets appear to appreciate courtesy more than the American markets. However, according to the analysis of the corporate vision, the cultural value of wisdom is equally appreciated in both markets. It also seems that the company believes that these attributes will assist the company in appearing as a competitive multinational corporation that is superior to its competitors in relation to its technological advancements and innovations.

Moreover, the analysis suggests that the company believes its current and future local and global consumer electronics markets to appreciate individualism and effectiveness. The corporate vision continuously highlights the feeling of individualism that can be achieved through the use of the products and services of the company. In addition, the corporate vision emphasizes the individual, respectful treatment each employee of the company receives. The analysis of the corporate vision indicates that the company aims to emphasize its position as one of the leading companies in the world. The vision appears to state that the leading companies of the future consumer electronics markets provide their customers with products and services that are efficient to use and improve the overall quality of life of the consumers.

The current corporate vision of Samsung Electronics is intended to include the aspirations and objectives of the company until the year 2020. Therefore, it is interesting to study how the company describes its current markets and its markets in the future in its corporate vision. According to the analysis of the current corporate vision, Samsung Electronics envisions its (currently near-future) future markets to focus on new innovative technologies. In addition, the analysis shows that the company considers the future consumer electronics markets to have an appreciation for safety and equality. Furthermore, the analysis indicates that the company believes the consumer electronics markets to also prefer ethical and eco-friendly products as well as services that are effective to use.

Gerry Johnson, Kevan Scholes, and Richard Whittington (2008, 272) state that corporations can employ stating clear corporate visions as methods of adding value. They (2008, 272) continue by noting that these corporate visions guide, motivate, and provide a good

understanding of the general corporate actions to the different stakeholders as well as also maximize the performance of the whole corporation. Abratt and Bendixen (2019, 121) further note that a corporate vision is one essential factor of corporate reputation. Samsung Electronics clearly strives to reach these objectives in its corporate vision.

In conclusion, the English-language corporate vision of Samsung Electronics and its translation into Finnish do not differ from each other in any significant manner in relation to the communication strategies discovered during the analysis of this research. The most extensively used communication strategy in both texts was cultural values, whereas creative strategies were utilized the least. There were some differences in the corporate visions that may have resulted from the translation process of the corporate vision, and thus, they reflected slight cultural differences.

The analysis of the research material indicates that the company utilizes the establishment of its corporate vision as an opportunity to unite its employees, provide information to the different stakeholders, and also to build its corporate brand identity and reputation in a positive manner. In addition, on the basis of the analysis of the corporate vision and its translation, the overall picture that the company intends to build through the use of the different communication strategies is a picture of a competitive, united, and trustworthy multinational corporation that respects all its stakeholders, is passionate about innovation and technological development, and also cares for the social and environmental improvements of its local communities.

8 Conclusion

This study examined the communication strategies used in the English-language corporate vision of Samsung Electronics and its translation into Finnish. Specifically, the focus of the study was on three different types of communication strategies depicted in the research material: information content, cultural values, and creative strategies. The company utilized these communication strategies in its current corporate vision titled “Vision 2020”.

The study searched for answers for two different research questions. First, the study attempted to discover the types of communication strategies employed in the English corporate vision and in its Finnish translation. Second, the intention of the study was to discover if these two texts differed in their use of communication strategies. Furthermore, the results of the analysis indicated what the company perceives its consumer electronics markets to be like currently and in the future as well as the characteristics through which the company intends to market itself positively and to build its corporate brand identity.

The research material of the study comprised of the English corporate vision of Samsung Electronics and its translation into Finnish. The current corporate vision, which is valid until the year 2020, states the main objectives and aspirations of the company for the future. It also defines the methods and principles the company opts to use in reaching these objectives and aspirations.

The research material was collected from the English and Finnish web pages of Samsung Electronics. Limiting the research material to the corporate vision of one international corporation allowed for the successful and narrow configuration of the study and the research topic. The collection process of the research material was very swift and was completed in one day.

The results of this research indicate that the English-language corporate vision of Samsung Electronics and its Finnish-language translation do not differ from each other to any substantial degree based on the communication strategies discovered in them. There are some slight differences in the number of instances in given communication strategies, but these differences remained rather few. In addition, there were some differences in the instances depicting cultural differences that may have resulted from the translation process of the corporate vision into Finnish.

It appears that Samsung Electronics views both its United States market and its Finnish market to be rather similar and to appreciate and respond well to similar types of communication strategies. Cultural values were considered the most effective and useful communication strategies in the research material and comprised over 65% of all the instances in both the English and the Finnish research material. According to the corporate vision, both markets appeared to value information content on the performance and operation of the corporation. In addition, the results of the analysis suggest that safety, nurturance, and modernity were values that were considered most useful to incorporate into the corporate vision.

There were slightly more instances relating to the value of safety in the Finnish material than the English material. In addition, the analysis indicates that the company perceives collectivism, courtesy, competition, and wisdom to be highly appreciated in both consumer electronics markets. The English-language corporate vision emphasized competition slightly more than its Finnish translation. However, these differences were fairly minor.

Furthermore, the values of ethicality, modernity, individuality, and effectiveness were frequently highlighted. On the basis of the analysis, the company clearly attempts to build a corporate brand that is trustworthy, modern, passionate about innovation, and also respects all its stakeholders and surrounding local and global communities. The analysis additionally indicates that the company believes that its target groups consider discussing environmental protection important.

Some of the differences in the instances may have resulted from the translation process of the English text into Finnish, and some instances depicted some level of cultural differentiation. Where the English text mentioned superior products, the translation discussed products that are of first-class quality. Similarly, when the English corporate vision mentioned that the company was operating as a member of the community, the Finnish text did not mention being a member of the community but merely indicated that the company wanted to build trust among the members of local communities.

In my opinion, this type of research material and research question setting were successful in answering the set objectives of this study. In addition, I believe that the theoretical background of the research was appropriate for the topic and explained the thematics of the research well: I was able to discover appropriate and extensive information on all the topics discussed in this research. Throughout the research process, good scientific practice was emphasized.

This study was conducted by employing structured, qualitative content analysis. The methodology used corresponded well to the characteristics of the research material and to the demands of the research questions. I was able to utilize the research framework in a setting that it had not been extensively employed in previously. Furthermore, the research material and this specific research framework allowed the discovery of new information from a new and interesting perspective on corporate visions of multinational corporations and their translations.

Examples of the instances discovered were provided in addition to the descriptions of the different categories and sub-categories in order to explain and clarify the categorization of the instances of different communication strategies into specific categories and sub-categories. The study additionally included some methods of quantitative analysis: The instances discovered in the research material were collected into a separate table in order to simplify the comparison of the two texts and the understanding of the research findings. The numbers of the instances in each category and sub-category were calculated to provide a more quantitative look of the research material and the research findings.

However, it is important to discuss the limitations of the study. First, the method of qualitative content analysis suggests that the researcher conducts the evaluations on the quality and characteristics of the research material. Therefore, the viewpoint of the study can be rather subjective. This may also affect the research findings of the study. To avoid this subjectivity, the methodology and analysis of this study were described in detail.

The analysis framework employed in this study assisted me in categorizing the findings from the research material and to draw conclusions based on the research material. However, sometimes the similarity of the different sub-categories of the communication strategies and the ambiguity of the instances resulted in challenges in the analysis of the research material and in the categorization of the instances.

Lastly, it is possible to contemplate the efficiency of a sentence as the unit of analysis. However, in my study I found it to be extremely useful because it was easy to define the unit of analysis. Therefore, the categorization of the research material became clearer than it might have been with some other unit of analysis.

Because the research material only consisted of the English and Finnish corporate visions of one multinational company, the research can only draw conclusions relating to those specific versions of the corporate vision. This study is unable to identify the differences of

communication strategies or the cultural differences in the other versions of the corporate vision of Samsung Electronics. In order to answer these questions, more research and another sampling of different versions of the corporate vision would be required.

Research can be discovered on the marketing communications, corporate strategies, and corporate brands of the major international corporations on the consumer electronics markets. However, extensive research focusing solely on the corporate visions and their use of language and communication strategies is scarce. Therefore, more research on these topics is needed.

One topic for future study could be to focus on the other versions of the corporate vision of Samsung Electronics and to attempt to discover if they also include similar expressions of information content, cultural values, and creative strategies. In addition, it would be interesting to examine whether the Korean version of the corporate vision has influenced the other versions of the text. Are there cultural differences between the Korean version and the translations that can be explained by the influence of the Korean version?

As stated above, corporate visions of multinational companies and their use of language and communication strategies seems to be a topic that has received rather little attention. However, many international corporations nowadays utilize the services of professional translators in the process of getting their marketing communications text content translated (Raittinen 2017, 59). Therefore, the study of corporate visions is increasingly relevant. I hope that this study on the corporate vision of Samsung Electronics and its translation as well as the communication strategies used in them would inspire more research and discussion on this topic.

References

Research Material

- Samsung Electronics 2019b. Vision 2020. What We Believe: Discover the Principles Behind our Vision for the Future. Available: <https://www.samsung.com/us/aboutsamsung/vision/vision2020/>. [Accessed 15.7.2019.]
- Samsung Electronics 2019c. Visio 2020. Mihin uskomme: Ota selvää periaatteista, jotka ovat tulevaisuuden visiomme takana. Available: <https://www.samsung.com/fi/aboutsamsung/vision/vision2020/>. [Accessed 15.7.2019.]

Other Sources

- Abratt, Russell & Michael Bendixen 2019. *Strategic Marketing: Concepts and Cases*. London and New York: Routledge.
- Babović, Natalija Jurina & Ana Marija Krakić 2015. The Use of Translation Techniques Illustrated by Two Texts from the Field of Marketing. *Informatologia* 48:3–4. 205–216.
- Bagdare, Shilpa 2018. Marketing Communications for Sustainable Consumption: A Conceptual Framework. *International Journal of Marketing and Business Communication* 7:4. 45–49.
- Barney, Jay B. & Alison Mackey 2017. Monopoly Profits, Efficiency Profits, and Teaching Strategic Management. *Academy of Management Learning & Education* 17:3. 359–373.
- Bart, Christopher K. 1997. Sex, Lies, and Mission Statements. *Business Horizons*. 9–18.
- Batra, Rajeev & Kevin Lane Keller 2016. Integrating Marketing Communications: New Findings, New Lessons, and New Ideas. *Journal of Marketing: AMA/MSI Special Issue* 80:6. 122–145.
- Bonfante, Larry 2017. Creating a Corporate Vision that Inspires. CIO Insight. Available: <https://www.cioinsight.com/it-management/inside-the-c-suite/creating-a-corporate-vision-that-inspires.html>. [Accessed 3.10.2019.]
- BrandStruck 2019. Samsung Brand Strategy/Positioning Case Study. Available: <https://brandstruck.co/samsung/>. [Accessed 30.9.2019.]
- Candemir, Aykan & Ali Erhan Zalluhoğlu 2013. Exploring the Innovativeness and Market Orientation Through Mission and Vision Statements: The Case of Istanbul Stock Exchange Companies. *Procedia–Social and Behavioral Sciences* 99. 619–628.
- Cheng, Hong & John C. Schweitzer 1996. Cultural Values Reflected in Chinese and US TV Advertising. *Journal of Advertising Research* 36:3. 27–45.
- Conaway, Roger N. & Oliver Laasch 2012. *Communication in Responsible Business: Strategies, Concepts, and Cases*. New York: Business Expert Press.
- De Pelsmacker, Patrick, Maggie Geuens & Joeri Van Den Bergh 2010. *Marketing Communications: An European Perspective*. 4th Edition. Harlow and New York: Financial Times Prentice Hall. Pearson Education Limited.
- DeCarlo, Matthew 2018. Unit of Analysis and Unit of Observation. *Scientific Inquiry in Social Work*. Available: <https://scientificinquiryinsocialwork.pressbooks.com/chapter/7-3-unit-of-analysis-and-unit-of-observation/>. [Accessed 26.8.2019.]

- Dumitrescu, Virginia Mihaela 2016. Linguistic and Cultural Aspects of Translation in Global Marketing. *International Scientific Conference "Strategies XXI"; Bucharest* 3. 105–112.
- Eskola, Jari 2001. Laadullisen tutkimuksen juhannustaiat. Laadullisen tutkimuksen analyysi vaihe vaiheelta. In J. Aaltola & R. Valli (Ed.) *Ikkunoita tutkimusmetodeihin II. Näkökulmia aloittavalle tutkijalle tutkimuksen teoreettisiin lähtökohtiin ja analyysimenetelmiin*. Jyväskylä: PS-kustannus. 133–157.
- Eskola, Jari 2007. (Teema)haastattelun toteuttamisesta. In L. Viinamäki & E. Saari (Ed.) *Polkuja soveltavaan yhteiskuntatieteelliseen tutkimukseen*. Helsinki: Tammi. 32–46.
- Goodenough, Ward H. 1971. Culture, Language and Society. *Modular Publications* 7. Reading, MA: Addison-Wesley.
- Herh, Michael 2018. Making Top Ten Seven Years in a Row: Samsung Electronics Ranks Sixth in World in Terms of Brand Value. *Business Korea*. 5.10.2018. Available: <http://www.businesskorea.co.kr/news/articleView.html?idxno=25462>. [Accessed 21.9.2019.]
- Herrmann, Bruno 2018. TRANSLATION: The Baseline of Local Experiences. *EContent* 41:3. 16–17.
- Holland, Christopher P., Duncan R. Shaw, JB Westwood & Ian Harris 2004. Marketing Translation Services Internationally: Exploiting IT to Achieve a Smart Network. *Journal of Information Technology* 19:4. 254–260.
- Hsieh, Hsiu-Fang & Sarah E. Shannon 2005. Three Approaches to Qualitative Content Analysis. *Qualitative Health Research* 15:9. 1277–1288. Available: https://www.researchgate.net/publication/7561647_Three_Approaches_to_Qualitative_Content_Analysis. [Accessed 28.8.2019.]
- Infinium Global Research and Consulting Solutions 2017. United States Consumer Electronics Market: Prospects, Trend Analysis, Market Size and Forecasts up to 2022. Available: <https://www.infiniumglobalresearch.com/united-states/united-states-consumer-electronics-market>. [Accessed 23.8.2019.]
- Isohookana, Heli 2007. *Yrityksen markkinointiviestintä*. Helsinki: Sanoma Pro Oy. Available: <https://verkkokirjalyly.almatalent.fi/teos/11my384343>. [Accessed 13.9.2019.]
- Johnson, Gerry, Kevan Scholes & Richard Whittington 2008. *Exploring Corporate Strategy: Text and cases*. 8th Edition. Harlow: Pearson Education Limited.
- Kapferer, Jean-Noël 2008. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London and Philadelphia: Kogan Page Limited.
- Keller, Kevin Lane 2009. Building Strong Brands in a Modern Marketing Communications Environment. *Journal of Marketing Communications* 15: 2–3. 139–155.
- King, William R. & David I. Cleland 1979. *Strategic Planning and Policy*. New York: Van Nostrand Reinhold.
- Lin, Shengdong, Qinling Wang & Qiuju Tao 2008. Translating Brands: Sociolinguistic Dimensions of Global Branding in China. *American Academy of Advertising Conference Proceedings*. 116–119.
- Lyons, Yvonne 2.6.2017. Why You Must Have a Company Vision to Win at Marketing. Right Source Marketing. Available: <https://www.rightsourcemarketing.com/marketing-strategy/must-company-vision-win-marketing/>. [Accessed 12.9.2019.]

- Maroto, Jesús 2006. Translation Strategies in International Advertising. *MultiLingual* 17:7. 39–41.
- Martenson, Rita 1987. Advertising Strategies and Information Content in American and Swedish Advertising: A Comparative Content Analysis in Cross-culture Copy Research. *International Journal of Advertising* 6:2. 133–144.
- Martin, Elizabeth 2019. Global Marketing Translation and Localization for French-Speaking Countries. *World Englishes and Cross-cultural Advertising* 38:3. 366–386.
- Mazurek-Łopacińska, Krystyna & Magdalena Sobocińska 2016. Marketing Communication in the Light of Challenges Brought About by Virtualisation and Interactivity. *Economics and Business Review* 2:4. 65–76.
- McManners, Peter 2014. *Corporate Strategy in the Age of Responsibility*. Surrey: Gower Publishing Limited.
- Moisander, Johanna & Anu Valtonen 2006. Cultural Marketing and Consumer Research: Analytics of Cultural Practice. *European Advances in Consumer Research* 7. 565–570.
- Okazaki, Shintaro & Javier Alonso Rivas 2002. A Content Analysis of Multinationals' Web Communication Strategies: Cross-cultural Research Framework and Pre-testing. *Internet Research* 12:5. 380–390. Available: https://www.researchgate.net/publication/220146834_A_content_analysis_of_multinationals'_Web_communication_strategies_Cross-cultural_research_framework_and_pre-testing. [Accessed 27.8.2019.]
- Pollay, Richard W. 1983. Measuring the Cultural Values Manifest in Advertising. *Current Issues and Research in Advertising* 6. 71–92.
- Raittinen, Salla 2017. *Kulttuuriset sisällöt eri kohdemarkkinoille suunnatuissa tuotekuvausteksteissä*. University of Tampere. Master's thesis. Available: <https://trepo.tuni.fi/bitstream/handle/10024/102534/1513156871.pdf?sequence=1&isAllowed=y>. [Accessed 27.8.2019.]
- Randazzo, Gary W. 2014. *Developing Successful Marketing Strategies*. New York: Business Expert Press.
- Resnik, Alan & Bruce L. Stern 1977. An Analysis of Information Content in Television Advertising. *Journal of Marketing* 41:1. 50–53.
- Rintamäki, Timo, Hannu Kuusela & Lasse Mitronen 2007. Identifying Competitive Customer Value Propositions in Retailing. *Managing Service Quality* 17:6. 621–634.
- Samsung Electronics 2019a. About Us: Overview. Available: <https://news.samsung.com/global/overview>. [Accessed 23.8.2019.]
- Sarajärvi, Anneli 2002. *Sairaanhoidon opiskelijoiden hoitotyön näkemyksen muotoutuminen sairaanhoitajakoulutuksen aikana*. Oulu: Oulu University Press.
- Sasmita, Jumiaty & Norazah Mohd Suki 2015. Young Consumers' Insights on Brand Equity: Effects of Brand Association, Brand Loyalty, Brand Awareness, and Brand Image. *International Journal of Retail & Distribution Management* 43:3. 276–292.
- Simon, Julian L. 1971. *The Management of Advertising*. Englewood Cliffs, NJ: Prentice-Hall.
- Singal, Ajay Kumar & Arun Kumar Jain 2013. An Empirical Examination of the Influence of Corporate Vision on Internationalization. *Strategic Change* 22. 243–257.

- Slack, Frederick J., John N. Orife & Fred P. Anderson 2010. Effects of Commitment to Corporate Vision on Employee Satisfaction with their Organization: An Empirical Study in the United States. *International Journal of Management* 27:3. 421–436, 579.
- Southeastern University Online Learning 2016. Intercultural Communication: High- and Low-Context Cultures. Available: <https://online.seu.edu/articles/high-and-low-context-cultures/>. [Accessed 21.10.2019.]
- Sunila, Karri 2014. *Strategia organisaation kehittämisen ohjaajana*. Turku University of Applied Sciences. Master's thesis. Available: <https://www.theseus.fi/bitstream/handle/10024/72213/Opinnaytetyo.pdf?sequence=1&isAllowed=y>. [Accessed 4.9.2019.]
- Trochim, William M. 2006. Unit of Analysis. *The Research Methods Knowledge Base*. 2nd Edition. Available: <https://socialresearchmethods.net/kb/unitanal.php>. [Accessed 26.8.2019.]
- Tuomi, Jouni & Anneli Sarajärvi 2018. *Laadullinen tutkimus ja sisällön analyysi*. 2nd Edition. Helsinki: Kustannusosakeyhtiö Tammi.
- Usunier, Jean-Claude & Julie Anne Lee 2005. *Marketing Across Cultures*. 4th Edition. Harlow: Pearson Education Limited. Available: <http://docshare02.docshare.tips/files/14136/141360244.pdf>. [Accessed 13.9.2019.]
- van Scheers, Louise 2018. Which Marketing Communication Methods are Namibian SMEs Using? *Journal of Accounting and Management* 8:2. 11–18.
- Walsh, Philip R. & Rachel Dodds 2017. Measuring the Choice of Environmental Sustainability Strategies in Creating a Competitive Advantage. *Business Strategy and the Environment* 26:5. 672–687.
- Weselius, Hanna 2016. Analyysiyksikkö. Sisällön analyysi ja laadullisen aineiston koodaaminen. Tutkimusmenetelmät. Slideshow. Available: <https://docplayer.fi/25404527-Sisallon-analyysi-ja-laadullisen-aineiston-koodaaminen-tutkimusmenetelmat-hanna-weselius-2016.html>. [Accessed 26.8.2019.]
- Weselius, Hanna 2016. Havaintoyksikkö. Sisällön analyysi ja laadullisen aineiston koodaaminen. Tutkimusmenetelmät. Slideshow. Available: <https://docplayer.fi/25404527-Sisallon-analyysi-ja-laadullisen-aineiston-koodaaminen-tutkimusmenetelmat-hanna-weselius-2016.html>. [Accessed 26.8.2019.]
- Yazdani, Naveed & Hasan S. Murad 2015. Toward an Ethical Theory of Organizing. *Journal of Business Ethics* 127:2. 399–417.
- Zamith Brito, Eliane Pereira, Maria Carolina Zanette, Carla Caires Abdalla, Mateus Ferreira, Ricardo Limongi & Benjamin Rosenthal 2015. *Corporate Branding in Facebook Fan Pages: Ideas for Improving Your Brand Value*. New York: Business Expert Press.

Suomenkielinen lyhennelmä

Samsung Electronicsin englanninkielisen yritysvision ja sen suomennoksen viestintästrategioiden erot

1 Johdanto

Menestyneitä, monikansallisia yrityksiä yhdistää yleensä yksi tekijä: ne liittävät viestinnän osaksi kansainvälisen kilpailukykyä muodostamista (Isohookana 2007, 10). Selkeän yritysvision laatiminen on yksi niistä tekijöistä, jotka vaikuttavat onnistuneeseen yritys- ja markkinointiviestintään. Yritysvisio sekä viestii yrityksen toiminnan suunnasta, arvoista ja tulevaisuuden tavoitteista että markkinoi yritystä ja sen toimintaa positiivisesti kaikille yrityksen sidosryhmille. Yritysvisio voi myös auttaa rakentamaan yrityksen brändiä sekä lisäämään brändin arvoa. Onnistunut yritysvisio voi lisäksi auttaa yrityksen brändipääoman eli asiakkaiden mielissä yrityksen brändiin liitetyn laadun, mielikuvien ja arvon parantamisessa.

Samsung Electronics on tällä hetkellä yksi maailman suurimmista viihde-elektroniikan ja erityisesti älypuhelimien ja taulutietokoneiden valmistajista (BrandStruck 2019). Samsung Electronicsin brändi on lisäksi yksi maailman arvostetuimmista brändeistä: Interbrand, joka on kansainvälinen brändikonsulttitalo, sijoitti Samsungin kuudennelle sijalle vuoden 2018 parhaiden maailmanlaajuisten brändien listauksessaan (Herh 2018). Vaikka Samsung kuuluukin maailman suurimpien viihde-elektroniikan valmistajien joukkoon, sen yritysvision kieltä tai viestintästrategioita ei ole juurikaan tutkittu.

Tämän tutkielman tarkoituksena oli tarkastella Samsung Electronicsin englanninkielistä yritysvisiota ja sen suomennosta. Tutkielma keskittyi erityisesti vision ja sen suomennoksen viestintästrategioihin, jotka ilmentävät kulttuurienvälisiä yhtäläisyyksiä tai eroja. Erityisesti tarkastelun kohteena olivat tekstien informaatioisisältö, kulttuuriset arvot ja luovat strategiat.

Tutkielmassa selvitettiin, millaisia viestintästrategioita englanninkielinen yritysvisio ja sen suomennos sisälsivät. Lisäksi tutkimuksessa tarkasteltiin, eroavatko englannin- ja suomenkieliset yritysvisiot toisistaan niissä hyödynnettyjen viestintästrategioiden osalta. Nämä mahdolliset erot voivat havainnollistaa tiettyjen viestintästrategioiden suosimista tekstien kohdekulttuureissa. Tutkimustulokset voivat myös havainnollistaa, millaisena Samsung Electronics näkee tämänhetkiset ja tulevaisuutensa markkinat sekä Yhdysvalloissa että Suomessa. Lisäksi tulokset voivat osoittaa, kuinka yritys pyrkii markkinoimaan itseään.

Tutkimuksen analyysimetodina käytettiin laadullista sisällönanalyysia, johon liittyy myös määrällistä tutkimusta. Tutkielman analyysirunko perustui Shintaro Okazakin ja Javier Alonso Rivasin (2002) laatimaan analyysirunkoon. Okazakin ja Alonso Rivasin analyysirunko laadittiin kansainvälisten yritysten internet-sivujen viestintästrategioiden tutkimiseen. Okazakin ja Alonso Rivasin analyysirunko tarkastelee erityisesti kolmea viestintästrategiaa: informaation sisältöä, kulttuurisia arvoja ja luovia strategioita.

Tässä tutkielmassa näitä strategioita havainnoitiin tutkimusaineistossa, joka koostui Samsung Electronicsin internet-sivuilta poimituista englannin- ja suomenkielisistä yritysvisioteksteistä. Viestintästrategioiden esiintymät aineistossa jaoteltiin informaation sisältöihin, kulttuuriin arvoihin ja luoviin strategioihin sekä vielä näiden pääluokkien alaluokkiin. Luokkien ja alaluokkien esiintymien lukumäärät laskettiin, jotta tutkimusaineistosta saatiin kattava kuva.

Tutkimuskysymykset olivat:

- Millaisia viestintästrategioita Samsung Electronicsin englanninkielisessä yritysvisiossa ja sen suomennoksessa on käytetty?
- Eroavatko nämä erilaisille markkinoille ja yleisöille suunnatut tekstit toisistaan niissä käytettyjen viestintästrategioiden osalta?

Kilpailu kulutuselektroniikkamarkkinoilla on kovaa, ja monikansalliset yritykset etsivät jatkuvasti keinoja, joiden avulla voidaan saavuttaa kilpailuetua muihin markkinoilla toimiviin kilpailijoihin. Naveed Yazdanin ja Hasan S. Muradin (2015, 399, 413) mukaan nykyaikaisuus ja kilpailukyky ovat tällä hetkellä kansainvälisiä markkinoita hallitsevia arvoja. Siksi tutkimushypoteesini olikin, että nykyaikaisuutta ja kilpailukykyä kuvastavat kulttuuriset arvot tulisivat olemaan Samsung Electronicsin englannin- ja suomenkielisten yritysvisioiden yleisimpiä viestintästrategioita. Myös ympäristönsuojelusta puhuminen nähdään keinona, joka voi tuoda kilpailuetua (Walsh & Dodds 2017, 672). Hypoteesissani oletinkin, että yritys mainitsisi ympäristönsuojelun ja pyrkisi rakentamaan itsestään kuvaa ekologisena yrityksenä.

Tutkimuksen teoreettinen tausta keskittyi markkinointiviestintään ja yritysvisioihin. Yritysvisioiden kääntäminen sai tutkielmassa myös oman alalukunsa. Lopuksi tutkielmassa käsiteltiin Okazakin ja Alonso Rivasin analyysimallia, johon tämän tutkimuksen analyysirunko perustui.

2 Markkinointiviestintä, kulttuuri sekä markkinointiviestinnän vaikutus yritysbrändiin

Markkinointiviestinnällä tarkoitetaan kaikkia niitä menetelmiä, joiden avulla yritykset kommunikoivat eri sidosryhmiensä, kuten kuluttajien, työntekijöiden tai osakkeenomistajien, kanssa mainostaessaan ja markkinoidessaan yritystä tai sen tuotteita ja palveluita (De Pelsmacker, Geuens & Van Den Bergh 2010, 3). Markkinointiviestintä on yksi keino, jolla yritys voi saavuttaa kilpailuetua muihin markkinoilla oleviin yrityksiin nähden (van Scheers 2018, 13). Tehokas markkinointiviestintä voi myös vaikuttaa kuluttajien käyttäytymiseen ja ostopäätöksiin toivotulla tavalla (Bagdare 2018, 49). Muun muassa mainonta, yrityksen asioista tiedottaminen, sponsorointi tai sähköinen viestintä voivat olla osa markkinointiviestintää.

Kulttuuri viittaa joukkoon uskomuksia tai normeja, jotka ryhmä ihmisiä jakaa ja jotka auttavat ryhmän jäseniä päättämään, mitä on ja mitä voi olla olemassa, kuinka tuntea, mitä tehdä ja kuinka tehdä (Goodenough 1971, Usunierin & Leen mukaan 2005, 5). Kansainvälisten yritysten on tärkeää huomioida muuttuvat markkina-alueet ja niiden kulttuurit markkinointiviestinnässään. Nykyään kulttuurierot ovat tärkeimpiä tekijöitä, jotka vaikuttavat monikansallisten yritysten kansainväliseen markkinointiviestintään (De Pelsmacker ym. 2010, 10). Kulttuurin ymmärtäminen voi auttaa yritystä tunnistamaan kansainvälisen markkinointiviestinnän ja yleisen liiketoiminnan rajoitteita ja mahdollisuuksia uusilla markkina-alueilla: erilaiset kulttuuriset arvot ja normit vaikuttavat eri tavoin eri kulttuureissa (De Pelsmacker ym. 2010, 10; Johnson, Scholes & Whittington 2008, 178).

Jean-Claude Usunier ja Julie Anne Lee (2005, 218) ovatkin sitä mieltä, että vaikka monikansallisten yritysten strategisen johtamisen tulisi säilyä globaalina, markkinointiviestintä tulisi lokalisoida paikallisille markkinoille sopivaksi. He (mts. 173) kuitenkin myös huomauttavat, että useat kansainväliset yritykset ovat hyödyntäneet standardisoitua markkinointiviestintää, jota on vain hieman muokattu paikallisille markkinoille sopivaksi. Tämän takia yhden yrityksen eri markkinoille osoitetut markkinointiviestinnän tekstit voivat usein olla keskenään melko samanlaisia.

Yrityksen brändi koostuu kaikista niistä ilmaisuista ja mielikuvista, jotka kuvaavat yrityksen identiteettiä ja lisäävät yrityksen tarjoaman tuotteen tai palvelun arvoa (Abratt & Bendixen 2019, 76; Kapferer 2008, 10). Markkinointiviestinnässään yritys viestii brändistään kaikille sidosryhmilleen (Keller 2009, 141). Yritysbrändi auttaa kuluttajia erottamaan yrityksiä,

tuotteita ja palveluita toisistaan sekä havainnoimaan niiden ainutlaatuisuutta. Näin ollen brändi luo kuluttajaluottamusta sekä auttaa kuluttajia ostopäätöksen tekemisessä. (Sasmita & Mohd Suki 2015, 276.)

Vahva brändi voi siis edistää markkinointiviestinnän tavoitteiden toteutumista (Keller 2009, 140). Lisäksi yrityksen brändi heijastaa yrityksen arvoja ja yritysvisiota (Abratt & Bendixen 2019, 76). Sekä yrityksen brändi että sen yritysvisio voivat myös vaikuttaa myönteisesti yrityksen tunnettuuden tai maineen muodostumiseen.

Markkinointiviestintä vaikuttaa siis sekä kuluttajien bränditietoisuuteen että yrityksen brändin muodostumiseen. Siksi voidaankin todeta, että markkinointiviestintä vaikuttaa olennaisesti yritysbrändin rakentumiseen. Vahva yritysbrändi voi kuitenkin myös auttaa markkinointiviestinnän tavoitteen, eli yrityksen positiivisen mainostamisen, saavuttamisessa.

3 Yritysvisio ja yritysvisioiden kääntäminen

Yksi tämän tutkimuksen tärkeimmistä käsitteistä oli yritysvision käsite. Yritysvisio kertoo yrityksen tarkoituksesta, tulevaisuuden suunnasta ja tavoitteista, arvoista ja standardeista, ja se on myös yksi osatekijä yrityksen maineen muodostumisessa (Abratt & Bendixen 2019, 121; Bart 1997, Slackin, Orifen & Andersonin 2010, 422 mukaan; Johnson ym. 2008, 10; Singal & Jain 2013, 245). Peter McMannersin (2014, 50) mukaan yritysvision tarkoituksena on taata työyhteisön puhaltaminen yhteen hiileen sekä muiden sidosryhmien riittävä yrityksen tunteminen.

Ajay Kumar Singalin ja Arun Kumar Jainin (2013, 245) mukaan yritysvisio on yksi keskeisistä strategiseen johtamiseen vaikuttavista tekijöistä: toimiva yritysvisio määrittelee koko yrityksen tavoitteet ja tavoitteiden saavuttamisen keinot ja on täten liitettävissä strategiseen johtamiseen. Lisäksi Singalin ja Jainin (mts. 253) tutkimuksessa havaittiin, että yritysvisiot vaikuttavat yritysten kansainvälistymisprosessin onnistumiseen. Voidaankin ajatella, että yritysvisio vaikuttaa sekä yrityksen toiminnan kansainvälistymiseen että niihin keinoihin, joita yritys hyödyntää kansainvälisessä markkinointiviestinnässään.

Kansainväliset yritykset joutuvat kääntämään markkinointiviestintänsä tekstejä eri kohdemarkkinoidensa tarpeisiin. Markkinointitekstien kääntämiseen on useita eri menetelmiä: markkinointitekstejä voidaan standardisoida, niitä voidaan lokalisoida tai ne voivat olla näiden kahden vaihtoehdon yhdistelmiä (Martin 2019, 367). Elizabeth Martinin (mts. 382) mukaan

lokalisointi on kuitenkin sopivin markkinointitekstien kääntämisen keino. Koska markkinoinnin tekstit suunnataan aina tietyille markkinoille, tekstien lokalisointi voidaan nähdä käypänä keinona. On kuitenkin otettava huomioon, että useat yritykset silti myös standardisoivat markkinointiviestintäänsä, koska he uskovat sen olevan taloudellisesti ja strategisesti kaikkein tehokkainta (Usunier & Lee 2005, 228).

Natalija Jurina Babovićin ja Ana Marija Krakićin (2015, 205–206) mukaan markkinointiviestinnän tekstien, kuten yritysvisioiden, kääntämisessä ja käännösstrategian valinnassa tärkeintä on se, että kutakin käännösprosessia tarkastellaan yksitellen ja kyseisen käännöstoimeksiannon erityisvaatimukset huomioiden. Olipa käännösstrategiana lokalisointi tai tekstin standardisointi, kääntäjällä tulisi olla kattava kohdekulttuurin ja sen kielen sekä käännöksen tekstityypin ja termistön tuntemus (Dumitrescu 2016, 106). Markkinointiviestinnän tekstien käännöksillä ja käännösten laadulla on suuri merkitys, sillä esimerkiksi yritysvisiot välittävät kuvaa koko yrityksen brändistä ja identiteetistä.

4 Monikansallisten yritysten viestintästrategioiden kulttuurienvälinen vertailu

Tämän tutkimuksen analyysirunko pohjautui Shintaro Okazakin ja Javier Alonso Rivasin (2002) muodostamaan analyysimalliin, jonka avulla voidaan tutkia monikansallisten yritysten internet-sivuillaan hyödyntämien viestintästrategioiden kulttuurienvälisiä yhtäläisyyksiä tai eroja. Tutkimuksessaan he keskittyivät tutkimaan japanilaisten monikansallisten yritysten internet-sivuilla käytettyjä viestintästrategioita. Okazaki ja Alonso Rivas tarkkailivat erityisesti näiden yritysten japanilaisille, espanjalaisille ja yhdysvaltalaisille kulttuuri- ja markkina-alueille tarkoitettujen sivujen viestintästrategioita (Raittinen 2017, 25). Okazakin ja Alonso Rivasin analyysimalli keskittyy kolmenlaisiin viestintästrategioihin: informaation sisältöön, kulttuuriin arvoihin ja luoviin strategioihin. Tutkimustulosten (Okazaki & Alonso Rivas 2002, 380) mukaan japanilaiset monikansalliset yritykset lokalisivat internet-sivujensa viestintää kohdekulttuuriin sopivaksi.

Okazakin ja Alonso Rivasin tutkimuksessa keskityttiin siis kolmeen erilaiseen monikansallisten yritysten hyödyntämään viestintästrategiaan. Tässä tutkimuksessa havainnoidut viestintästrategiat sisälsivät useita eri alaluokkia, jotka tarkensivat käytettyjä strategioita. Informaation sisältö-luokka kuvaa niitä viestintästrategioita, joiden avulla sidosryhmät voivat tehdä tietoihin perustuvia osto- tai muita päätöksiä (Okazaki & Alonso Rivas 2002, 381).

Informaatiosisältö-luokan alaluokkia ovat muun muassa hinta, laatu ja suorituskyky (Okazaki & Alonso Rivas 2002, 380; Raittinen 2017, 26).

Kulttuuriset arvot puolestaan viittaavat kulttuurisiin merkityksiin, joita yritykset hyödyntävät viestinnässään (Okazaki & Alonso Rivas 2002, 381; Raittinen 2017, 27). Kulttuurisia arvoja ovat muun muassa kollektivismi, yksilöllisyys, teknologia, tehokkuus ja nautinto (Raittinen 2017, 26). Okazaki ja Alonso Rivas (2002, 382) huomauttavat, että ellei viestintää ole standardisoitu, eri kulttuurien tärkeät kulttuuriset arvot tulevat yleensä viestinnässä esiin.

Tämän tutkimuksen kolmannen viestintästrategioita kuvaavan luokan muodostivat luovat strategiat. Luovat strategiat kuvaavat markkinointiviestinnän keinoja ja strategioita, joiden avulla markkinointiviestinnän pyritään vaikuttavan kohdeyleisöön halutulla tavalla (Raittinen 2017, 28). Luoviin strategioihin kuuluvat muun muassa argumentit, tunteisiin vetoaminen ja brändiin tutustuttaminen (Okazaki & Alonso Rivas 2002, 382; Raittinen 2017, 27).

Taulukko 1. Okazakin ja Alonso Rivasin (2002) analyysirunko Raittisen (2017, 26–27) mukaan

Viestintästrategia	Alaluokka
Informaatiosisältö	Hinta tai arvo, laatu, suorituskyky, sisältö tai ainesosat, saatavuus, erikoistarjoukset, maku, ravintoarvot, pakkaus tai muoto, takuut, turvallisuus, itsenäinen tutkimus, yrityksen tutkimus, uudet ideat tai innovaatiot
Kulttuuriset arvot	Seikkailu, kauneus, kollektivismi, kilpailu, sopivuus tai mukavuus, kohteliaisuus tai huomaavaisuus, taloudellisuus, tehokkuus, nautinto, perhe, terveys, yksilöllisyys, vapaa-aika, taikuus tai maagisuus, nykyaikaisuus, luonto, siisteys, hoivaaminen, isänmaallisuus, suosio, laatu, vanhempien ihmisten kunnioittaminen, turvallisuus, seksi, sosiaalinen status, teknologia, perinteet, ainutlaatuisuus, varallisuus, viisaus, työ, nuoruus
Luovat strategiat	Informaatio, argumentit, tunteisiin vetoaminen, toistetut väittämät, käskyt ja kehotukset, brändiin tutustuttaminen, symboliset mielikuvat, imitointi, sitouttaminen, tavaksi tekeminen

5 Tutkimusaineisto ja metodi

Pro gradu -tutkielmani tutkimusaineistona olivat Samsung Electronicsin englannin- ja suomenkieliset yritysvisiot. Englanninkielinen yritysvisio on nimeltään: ”Vision 2020: ‘Inspire the World, Create the Future’”. Suomenkielisen yritysvision otsikko on puolestaan: “Visio 2020: ‘Inspiroi maailmaa, luo tulevaisuutta’”. Visiot koostuvat lyhyestä, yhden lauseen mittaisesta

yrityksen vision tiivistävästä lausunnosta sekä yrityksen visiota, arvoja, tavoitteita ja toimintatapoja yksityiskohtaisesti kuvaavasta Filosofia-osiosta, jonka englanninkielinen versio sisältää noin 1300 sanaa. Aineisto koostuu kirjoitetusta tekstistä ja yhdestä kuvasta, joka tiivistää yrityksen vision, mission, strategisen suunnan ja arvot.

Samsung Electronicsin internet-sivuilla käyttäjä voi valita itselleen sopivan maantieteellisen sijainnin, jonka mukaan sivuston sisältö ja kieli optimoidaan käyttäjälle sopiviksi. Sivulla on tarjolla useita eri sijaintivaihtoehtoja, joissa käytetään englannin kieltä. Keräsin tämän tutkimuksen englanninkielisen aineiston Samsung Electronicsin Yhdysvaltojen markkinoille suunnatuilta verkkosivuilta, sillä tällä hetkellä Yhdysvallat on yksi maailman suurimmista viihde-elektroniikan kuluttajista (Infinium Global Research and Consulting Solutions 2017).

Englanninkielisten versioiden identtisyyden varmistamiseksi vertailin yhdysvaltalaisille, brittiläisille, australialaisille, singaporelaisille ja hongkongilaisille markkinoille tarkoitettuja englanninkielisiä visioita keskenään Microsoft Wordin Vertaa-toiminnon avulla. Vertailun tulokset osoittivat, että englanninkieliset visiot olivat täysin identtisiä informaatioltaan, oikeinkirjoitukseltaan, englannin variantiltaan ja jopa tekstinasettelultaan. Ainoa löytämäni eroavaisuus oli brittiläisessä ja australialaisessa visiossa ollut yksi otsikkovirhe.

Keräsin tutkimusaineisto Samsung Electronicsin englannin- ja suomenkielisiä internet-sivuilta heinäkuun 7. päivänä vuonna 2019. Koska tutkimusmateriaali oli valmiiksi esillä yrityksen internet-sivuilla, ei tutkimusaineiston kerääminen vienyt paljon aikaa. Otin tutkimusaineistosta näyttökuvia, jotta tutkimusaineiston säilyminen voitiin taata. Lisäksi keräsin suomen- ja englanninkieliset tekstit erillisiin Word-tiedostoihin.

Hyödynsin tutkimuksessa teoriapohjaista laadullista sisällönanalyysia. Muodostin Okazakin ja Alonso Rivasin (2002) analyysimallin pohjalta tähän tutkimukseen sopivan analyysimallin, jonka avulla tutkin tutkimusaineistossa olevia viestintästrategioita eli informaatioisisältöjä, kulttuurisia arvoja ja luovia strategioita. Analyysirunko oli strukturoitu, eli poimin aineistosta vain analyysirunkoon sopivat esiintymät. Tutkimus sisälsi myös kvantitatiivisen ulottuvuuden, sillä laskin viestintästrategioiden esiintymien lukumäärän ja jakautumisen eri alaluokkiin kummassakin tekstissä ja esitin nämä luvut tutkimustuloksissa.

Aluksi analyysirunkoa muodostettaessa vertailin Okazakin ja Alonso Rivasin analyysirunkoa ja tutkielman tutkimusaineistoa toisiinsa. Poistin analyysirungosta heti aluksi sellaiset alaluokat, joita en uskonut aineistossa voivan esiintyä. Näitä alaluokkia olivat informaatioisisällön

alaluokat sisältö tai ainesosat, saatavuus, erikoistarjoukset, maku, ravintoarvot sekä pakkaus tai muoto. Analyysirungon alustavan vertailun aikana en poistanut alaluokkia kulttuuristen arvojen tai luovien strategioiden luokista.

Alustavan vertailun jälkeen aloitin tutkimusaineiston varsinaisen tutkimisen. Ensin tarkastelin englanninkielistä visiota ja keräsin kaikki esiintymät systemaattisesti Excel-taulukkoon. Tutkin myös suomenkielisen tutkimusaineiston samalla tavalla. Esiintymien luokittelun jälkeen havaitsin, että osaa alaluokista ei esiintynyt tutkimusaineistossa lainkaan. Tämän vuoksi päätin poistaa myös nämä luokat tutkimukseni lopullisesta analyysirungosta.

Tutkielmani analyysirunko muodostui siis Okazakin ja Alonso Rivasin (2002) analyysirungon mukaisista kolmesta luokasta. Informaatiosisällön luokkaan kuuluvat alaluokat tutkimuksessani olivat laatu, suorituskky ja uudet ideat. Kulttuuristen arvojen luokka oli huomattavasti laajempi ja sen alaluokkiin kuuluivat seikkailu, kollektivismi, kilpailu, kohteliaisuus tai huomaavaisuus, tehokkuus, nautinto, terveys, yksilöllisyys, vapaa-aika, nykyaikaisuus, luonto, hoivaaminen, laatu, turvallisuus, teknologia, perinteet ja viisaus. Luoviin strategioihin kuului alaluokka brändiin tutustuttaminen.

Hanna Weseliuksen (2016) mukaan havaintoyksikkö voi olla esimerkiksi haastattelu, keskustelu, sanomalehtiartikkeli tai kuva. Tässä tutkimuksessa käytetty havaintoyksikkö koostui englanninkielisestä ja suomenkielisestä Samsung Electronicsin yritysvisiosta. Weselius (2016) myös huomauttaa, että analyysiyksikkö puolestaan voi olla esimerkiksi sana, lause, virke tai ajatuskokonaisuus. Tutkimukseni analyysiyksikkö oli virke. Virke valittiin analyysiyksiköksi siksi, että se on helppo määritellä ja havaita aineistosta.

Päätin hyödyntää tutkielmassani Salla Raittisen (2017, 31) pro gradu -tutkielmassaan käyttämää menetelmää luokitella virke kaikkiin niihin alaluokkiin, joihin siinä oleva esiintymä sopii. Päätin myös, että jos yhdessä virkkeessä oli useita eri esiintymiä, virke luokiteltiin kaikkiin niihin alaluokkiin, joihin esiintymät sopivat. Esimerkiksi vision virke ”Kunnioitamme kaikkien perusihmisoikeuksia” viittaa sekä kaikkien sidosryhmien turvallisuuteen mutta myös siihen, kuinka yritys huolehtii sidosryhmistään. Täten virke voitiin sijoittaa sekä turvallisuuden että hoivaamisen alaluokkiin. Toisaalta taas virke ”Kuljemme tiennäyttäjinä luonnonvarojen tehokkaassa käytössä, kuten kierrätyksessä” puhuu sekä edistyksellisyydestä ja nykyaikaisuudesta että luonnon suojelemisesta. Virke voitiinkin näin ollen luokitella sekä nykyaikaisuuden että luonnon alaluokkiin.

6 Samsung Electronicsin englannin- ja suomenkielisten yritysvisioiden viestintästrategiat

Tutkimusaineistosta poimittiin yhteensä 415 viestintästrategioita kuvaavaa esiintymää. Englanninkielisessä aineistosta löytyi 206 esiintymää ja suomenkielisestä visiosta 209 esiintymää. Esiintymät ja niiden lukumäärät on kuvattu alla olevassa taulukossa.

Taulukko 2. Samsung Electronicsin englannin- ja suomenkielisten yritysvisioiden viestintästrategioita kuvaavat esiintymät

Viestintästrategia	Alaluokka	Englanti	%	Suomi	%
Informaatiosisältö	Laatu	2	1,0 %	2	1,0 %
	Suorituskyky	56	27,2 %	56	26,8 %
	Uudet ideat	5	2,4 %	5	2,4 %
		63	30,6 %	63	30,2 %
Kulttuuriset arvot	Seikkailu	2	1,0 %	1	0,5 %
	Kollektiivisuus	9	4,4 %	9	4,3 %
	Kilpailu	9	4,4 %	7	3,4 %
	Kohteliaisuus,				
	huomaavaisuus	8	3,9 %	9	4,3 %
	Tehokkuus	4	1,9 %	4	1,9 %
	Nautinto	2	1,0 %	2	1,0 %
	Terveys	2	1,0 %	2	1,0 %
	Yksilöllisyys	4	1,9 %	4	1,9 %
	Vapaa-aika	1	0,5 %	1	0,5 %
	Nykyaikaisuus	10	4,9 %	10	4,8 %
	Luonto	5	2,4 %	5	2,4 %
	Hoivaaminen	15	7,3 %	15	7,2 %
	Laatu	3	1,5 %	2	1,0 %
	Turvallisuus	45	21,8 %	50	23,9 %
	Teknologia	5	2,4 %	6	2,9 %
	Perinteet	2	1,0 %	2	1,0 %
	Viisaus	9	4,4 %	9	4,3 %
		135	65,7 %	138	66,3 %
Luovat strategiat	Brändiin tutustuttaminen	8	3,9 %	8	3,8 %
		8	3,9 %	8	3,8 %
Yhteensä		206	100,2 %	209	100,3 %

Tutkimustulosten mukaan kulttuuriset arvot muodostivat tutkimuksen suosituimman viestintästrategian. Kulttuuriset arvot muodostivat 65,7 % kaikista englanninkielisistä esiintymistä ja 66,3 % kaikista suomenkielisistä esiintymistä. Tulokset siis osoittavat, että yritys kokee kulttuuriset arvot tehokkaimmiksi viestinnän keinoiksi markkinointiviestinnässään.

Toiseksi käytetyin luokka oli informaatioisisältöjen luokka. Se oli huomattavasti pienempi kuin kulttuuristen arvojen luokka ja muodosti 30,6 % englanninkielisistä esiintymistä ja 30,2 % kaikista suomenkielisistä esiintymistä. Luovat strategiat muodostivat tutkimustulosten pienimmän luokan. Kumpikin aineisto sisälsi kahdeksan luovien strategioiden esiintymää. Tämä vastasi 3,9 % kaikista englanninkielisistä esiintymistä ja 3,8 % kaikista suomenkielisistä esiintymistä. Luokkien kokojen huomattava ero osoittaa selkeästi yrityksen suosivan kulttuurisia arvoja yritysvision viestinnässään.

Tutkimustulosten mukaan aineiston käytetyin alaluokka oli informaatioisällön alaluokka *suorituskyky*. Suorituskyky sisälsi 56 esiintymää kummassakin aineistossa. Tämä tulos muistutti Okazakin ja Alonso Rivasin (2002, 384) tutkimuksen tuloksia: heidänkin tutkimuksessaan suorituskyky oli kaikista eniten käytetty alaluokka. Tutkimustulosten mukaan Samsung siis uskoo sidosryhmiensä arvostavan yritystä ja sen tuotteita ja palveluja käsittelevää informaatiota. Aykan Candemir ja Ali Erhan Zalluhoğlu (2013, 626) toteavatkin, että kuluttajat etsivät tietoa niistä yrityksistä, tuotteista ja palveluista, joita he suosivat.

Suorituskyvyn jälkeen käytetyimpiä alaluokkia olivat kulttuuriset arvot turvallisuus, hoivaaminen ja nykyaikaisuus. *Turvallisuus* muodosti 21,8 % kaikista englanninkielisistä esiintymistä ja 23,9 % kaikista aineiston suomenkielisistä esiintymistä. Tutkimuksen tulosten perusteella Samsung kokee, että kummatkin sen kyseessä olevista markkinoista arvostavat turvallisuutta ja toivoo, että kuluttajat yhdistäisivät turvallisuuden yrityksen tuotteisiin ja palveluihin. Turvallisuus mainitaan kuitenkin hieman useammin suomalaisessa, kuin englanninkielisessä visiossa. Tämä tulos osoittaa, että yritys kokee suomalaisten markkinoidensa arvostavan turvallisuutta vielä enemmän kuin sen amerikkalaisten markkinoiden. Ero ei kuitenkaan ole erityisen suuri.

Hoivaaminen muodosti 7,3 % englanninkielisistä ja 7,2 % suomenkielisistä esiintymistä. *Nykyaikaisuus* puolestaan sisälsi kymmenen esiintymää kummassakin aineistossa. Tutkimustulosten perusteella voidaankin todeta, että yritys näyttää hyödyntävän hoivaamisen tai huolehtimisen ja nykyaikaisuuden arvoja identiteettinsä muodostamisessa.

Myös kulttuurisia arvoja kollektivismi, kilpailu, viisaus ja kohteliaisuus tai huomaavaisuus hyödynnettiin tutkimusaineistossa paljon. Kilpailukykyä painotettiin englanninkielisessä visiossa hieman suomenkielistä visiota enemmän. Uudet ideat, teknologia, luonto, tehokkuus ja yksilöllisyys mainittiin kummassakin aineistossa enimmillään viisi kertaa. Tämä

tutkimustulos erosi Okazakin ja Alonso Rivasin (2002, 386) tutkimustuloksista: heidän tutkimuksessaan teknologia, tehokkuus ja laatu olivat kaikista suosituimpia kulttuurisia arvoja amerikkalaisille markkinoille suunnatussa viestinnässä. Näiden arvojen avulla yritys näyttää pyrkivän rakentamaan itsestään kuvaa kilpailukykyisenä, kaikki sidosryhmänsä ja luonnon huomioon ottavana, innovaatioita ja tietoa arvostavana yrityksenä.

Seikkailu, nautinto, terveys, laatu ja perinteet mainittiin vain muutamia kertoja kummassakin aineistossa. Sekä tämän tutkimuksen että Raittisen (2017, ix) tutkimuksen tulosten mukaan käytetyin luova strategia oli brändiin tutustuttaminen. Tämän tutkimuksen vähiten käytetty alaluokka oli kulttuuristen arvojen alaluokka vapaa-aika, joka mainittiin kummassakin aineistossa vain kerran.

Tutkimustulokset osoittivat, että Samsung Electronicsin englannin- ja suomenkieliset yritysvisiot eivät juurikaan eroa toisistaan, kun verrataan tekstien viestintästrategioita. Esiintymien lukumäärässä on hienoista vaihtelua, mutta erot ovat melko pieniä. Myös Raittisen (2017, 50, 53) tutkimus osoitti, että suomalaisille ja amerikkalaisille markkinoille osoitetuissa tuotekuvausteksteissä oli enemmän samanlaisuuksia kuin eroavaisuuksia. Tutkimustulosten perusteella vaikuttaakin siltä, että Samsung Electronics näkee yhdysvaltalaiset ja suomalaiset markkinansa melko samanlaisina.

Toisaalta aineistojen esiintymien samanlaisuus voi johtua myös yritysvision tehtävästä markkinointiviestinnän tekstinä. Yritysvision on tarkoitus ohjata ja yhdistää koko yritystä, minkä takia eri markkinoille tarkoitetut visiot voivat olla samanlaisia. Usunier ja Lee (2005, 229) myös huomauttavat, että monikansalliset yritykset usein standardisoivat markkinoinnin ohjelmiaan.

Tutkimustulosten mukaan teksteissä oli kuitenkin myös joitakin eroavaisuuksia, jotka korostivat kulttuurien välisiä eroja. Osa erilaisuuksista johtui kääntäjän suomennosprosessin aikana tekemistä käännösratkaisuista. Esimerkiksi englanninkielisen vision kieltäessä pelkästään lapsiorjuuden hyödyntämisen, suomenkielinen teksti kielsi kaikenlaisen lapsityövoiman käytön. Näissä lausunnoissa vaikuttaa olevan erilainen suhtautuminen lapsityövoimaan ja sen käyttämiseen.

Lisäksi teksteissä havaittiin joitakin eroja koskien yrityksen asemaa sen paikallisyhteisöissä. Englanninkielinen yritysvisio huomauttaa yrityksen olevan paikallisyhteisön jäsen, mutta suomenkielinen käännös mainitsee vain yrityksen toivovan voivansa herättää enemmän

luottamusta paikallisyhteisöjen jäsenissä. Suomenkielinen käännös myös puhuu ehdotusten ja valitusten vastaanottamisesta *nöyrästi*. Tämä ei kuulosta idiomaattiselta suomen kieleltä, vaan ennemmin alkuperäisen vision vaikutukselta suomennokseen. Myös uskottavuuden luomisessa on eroja: englanninkielinen visio mainitsee parhaat tuotteet ja palvelut, mutta suomennos puhuu ensiluokkaisista tuotteista ja palveluista.

Kääntäjä on myös tehnyt ratkaisuja, jotka ovat vaikuttaneet viestin sisältöön. Kun englanninkielinen yritysvisio korostaa luovuuden, innovaation, mahtavien työntekijöiden ja jaetun arvon merkitystä, suomennos mainitsee yrityksen panostavan luovuuteen, innovointiin ja jaettuihin arvoihin työntekijöidensä ja liikekumppaneidensa kanssa.

Tutkimustulokset osoittivat, että Samsung Electronics näkee tämänhetkiset ja tulevaisuutensa markkinat sellaisina, joissa kuluttajat ja muut sidosryhmät arvostavat yksilöllisiä, innovatiivisia, turvallisia ja nykyaikaisia tuotteita ja palveluja. Tutkimustulokset myös osoittivat, että yritys uskoo kuluttajien arvostavan tuotteiden ja palvelujen tehokkuutta sekä ympäristöystävällisyyttä. Tutkimustulosten perusteella yritys vaikuttaa myös uskovan, että sen tämänhetkisten ja tulevaisuuden markkinoiden kuluttajat olettavat myös yritysten ottavan osaa sosiaalisen tasa-arvon parantamiseen maailmassa.

Tutkimustulosten mukaan Samsung Electronicsin englanninkielinen yritysvisio ja sen suomennos eivät siis eronneet toisistaan huomattavasti viestintäkeinoiltaan. Kulttuuriset arvot olivat kaikista käytetyimpiä viestintäkeinoja, kun taas luovia strategioita hyödynnettiin kummassakin aineistossa vähiten. Kumpikin teksti korosti suorituskykyä, turvallisuutta, hoivaamista ja nykyaikaisuutta. Tekstien viestintästrategioiden eroavaisuudet olivat melko pieniä. Esiintymät kuitenkin sisälsivät eroavaisuuksia, jotka toivat esiin kulttuurien eroja ja saattoivat olla seurausta käännösprosessista.

7 Yhteenveto

Tämän tutkielman tarkoituksena oli tutkia Samsung Electronicsin englanninkielistä yritysvisiota ja sen suomennosta. Tutkimuksessa keskityttiin erityisesti näiden tekstien viestintästrategioihin ja niiden kulttuurien välisiin eroihin ja yhtäläisyyksiin. Myös viestintästrategioiden luomaa kuvaa yrityksen brändin muodostuksesta sekä yrityksen näkymistä sen markkinoita kohtaan tarkasteltiin.

Tutkimuksen alustavana hypoteesina oli, että visioiden odotettiin ennen kaikkea korostavan yrityksen ja sen tuotteiden ja palveluiden nykyaikaisuutta ja kilpailukykyä. Yrityksen myös

uskottiin luovan kuvaa itsestään ekologisena ja ympäristöä suojelevana yrityksenä. Hypoteesit toteutuivat osittain: nykyaikaisuus ja kilpailukyky eivät olleet tutkimusaineiston käytetyimpiä arvoja, mutta niitä hyödynnettiin melko usein. Yritys myös pyrki luomaan itsestään kuvaa muun muassa ekologisena yrityksenä.

Tutkimuksen tulokset osoittivat, että yhdysvaltalaisille ja suomalaisille markkinoille osoitetut yritysvisiot eivät juurikaan eronneet toisistaan viestintästrategioiltaan. Tutkimustulosten perusteella teksteissä oli kuitenkin eroja, jotka liittyivät kulttuuriin tai olivat seurausta käännösprosessista. Kumpikin teksti korosti Samsungin ja sen tuotteiden suorituskykyä, turvallisuutta ja nykyaikaisuutta sekä Samsungin sidosryhmiään kohtaan osoittamaa huolenpitoa.

Tutkielman analyysirunko soveltui mielestäni hyvin tutkielman tutkimuskysymyksiin vastaamiseen. Lisäksi tutkielman teoriatausta antoi kattavan kuvan käsitellyistä markkinointiviestintään ja yritysvisioihin liittyvistä teemoista. Tutkimuksen tekemiseen liittyy kuitenkin aina myös rajoitteita. Tässä tutkimuksessa hyödynnettiin laadullista sisällönanalyysia, joten subjektiivisuuden riski on tällöin aina olemassa. Tämän takia tutkimuksessa hyödynnetty metodi ja aineiston analyysi kuvailtiin yksityiskohtaisesti. Paikoin myös tutkimusaineistosta löytyneiden esiintymien selkeä luokittelu oli haastavaa.

Yritysvisioita ja niiden kieltä tai viestintäkeinoja on tutkittu yllättävän vähän. Aikaisempi tutkimus on yleensä keskittynyt lähinnä yritysstrategioiden tutkimiseen, ja yritysvisioita, missioita tai arvoja on käsitelty pääasiassa vain niiden yhteydessä. Siksi toivoisinkin, että tämä yhden monikansallisen yrityksen yritysvisiota ja sen suomennosta käsittelevä tutkielma kannustaisi aiheeseen liittyvään keskusteluun ja tutkimukseen.